

Vol. XX
Number 10

BULLETIN *of the*

Subscription
\$1.00
per annum

National Association of Credit Men

Entered as second-class matter February 8, 1918, at the Post Office at New York, N. Y., under Act of Congress of March 3, 1879.

Copyright, 1918, by National Association of Credit Men.

Office of
Publication } 41 Park Row
New York City

NOVEMBER, 1918

dittoed } 41 Park Row
Offices } New York City

CONTENTS

	PAGE
Editorials	895
The Terms: 5 Per Cent. 10 days, 30 Days Net	898
Central Chats	899
On the Question of Figuring Excess Taxes into Cost of Goods	900
Governor Harding on Essential Credits	901
A Dog in the Manger	902
When You Buy Business, You Pay a Good Price	903
An Effort in the South for Better Credits	904
Hold the Customer and Obtain Re-Orders	905
As a Matter of Business—Keep Liberty Bonds	906
The Proposed Tax on Checks	907
Prevented Schwartz from Bankruptcy Dismissal	907
President Boteler on Violation of Terms	907
Cooperating with Draft Boards to Protect Young Business Men	908
Illustrative of Increased Values	908
Trade Acceptance Department: In Accessory Line—in Steel Furniture Line—in Milling Line—Action of Linseed Crushers—in Iron Structural Line—Cleveland Banks Discount Record—Newly Organized Acceptance Bank— Presentation of Acceptances	909
The National Bank Can Now Conduct Trust Department....	913
A Portrayal of Office Conditions	913
Sixty-two Years Old and a Better Credit Risk than Ever....	913
Is There Profit in the Slow Account?	914
Why the Retailer Should Accept	914
Brevities	915
Annual Meeting of the Board of Directors	919
Chairman of the Membership Committee	943
Association Notes	943
Addresses Wanted	948
Wants	949
Directory of Committees of N. A. C. M.	950
Directory of Local Associations	953
Directory of Adjustment Bureaus	957
Directory of Interchange Bureaus	958

National Association of Credit Men Officers for Year 1918-1919

President—F. B. McComas, McComas Dry Goods Co., Los Angeles, Cal.

1st Vice-President—Curtis R. Burnett, American Oil & Supply Co., Newark, N. J.

2nd Vice-President—A. E. Gilster, Amos-James Grocery Co., St. Louis, Mo.

Secretary-Treasurer—J. H. Tregoe, 41 Park Row, New York, N. Y.

Assistant Secretary—Wm. Walker Orr, Editor and Publicity Manager.

Assistant Secretary—C. L. Williamson, Prosecution Department Manager.

Assistant Secretary—B. C. McQuesten, Membership Department Manager.

Board of Directors

W. M. Bonham, C. M. McClung & Co., Knoxville, Tenn.

L. E. Chandler, Liberty Bank of Buffalo, Buffalo, N. Y.

H. C. Cornelius, Wolverine Brass Works, Grand Rapids, Mich.

W. B. Cross, F. A. Patrick & Co., Duluth, Minn.

H. L. Eisen, Landauer & Co., Milwaukee, Wis.

R. G. Elliott, Jaques Mfg. Co., Chicago, Ill.

R. H. Gay, American Can Co., San Francisco, Cal.

H. H. Humphrey, Brown-Durrell Co., Boston, Mass.

W. F. H. Koelsch, New Netherland Bank of N. Y., New York, N. Y.

Fred R. Largent, Nash Hardware Co., Fort Worth, Tex.

G. L. Levi, Samuel Sternberger & Co., Philadelphia, Pa.

W. Howard Matthai, National Enameling & Stamping Co., Baltimore, Md.

A. E. Matthews, Colorado Fuel & Iron Co., Denver, Colo.

J. D. Meek, Indianapolis Electric Supply Co., Indianapolis, Ind.

Jno. E. Norvell, Norvell-Chambers Shoe Co., Huntington, W. Va.

J. E. O'Neil, Richards & Conover Hardware Co., Oklahoma City, Okla.

J. E. Porter, Firth-Sterling Steel Co., McKeesport, Pa.

F. H. Randel, Autocar Sales & Service Co., Philadelphia, Pa.

W. P. Simpson, C. T. Patterson Co., New Orleans, La.

Wm. Tonks, First National Bank, Cleveland, O.

C. E. Vandel, Western Electric Co., Kansas City, Mo.

M. Weil, National Bank of Commerce, Lincoln, Neb.



BULLETIN *of the* National Association of Credit Men

VOL. XX.

NOVEMBER, 1918

No. 10

EDITORIALS

WITH the Fourth Liberty Loan placed and the greatest financial undertaking in history accomplished, let us turn our attention to the war savings stamps. We are by no means assured of the complete success of the 1918 issue. We are still far from reaching the two billion dollar goal for which we have but the two remaining months of the year.

These stamps represent especially the little comforts and conveniences which we resolve firmly to go without until we have accomplished the prodigious task to which we have set our hands. There is no one among us, no matter how frugal or free from money-absorbing habits, who can not find one more way of setting aside nickels, dimes and quarters for the purchase of these stamps, which it is expected will net the government one third of the amount named for the last Liberty Loan.

Get the war savings stamp spirit on fire in your office, among the members of your family, in the church, school and community. The issue of 1918 must not fail. The limit must be taken.

For 1919 we have a new issue coming. There is talk of these stamps becoming a permanent thing for it is foreseen that the United States will be called upon to extend credits after the war to speed the process of rehabilitation. Could anything be more to the point than to have these necessary credits created out of "peace savings stamps" representing the savings of the citizens from out of their daily wage, that the people of France and Belgium, Servia, Roumania and Italy may be given a new chance, their peoples may be lifted from the bonds of poverty, their hearts and minds given that chance to grow which we have insisted upon for our children since the earliest days of the Republic?

With the peace savings stamp system established, with the convenience of purchasing as great as for the war savings stamps, we shall have before us as a people a constant reminder of the sin of waste; through our purchase of these stamps we shall be establishing in ourselves strength-giving habits and, furthermore, will be

enabling our nation to do great things for those who are to be our Allies in peace as they were in war. Yours for a strong pull for the war savings stamp issue of 1918.

THERE has been a feeling expressed by some that the trade acceptance, favored as it is by the best authorities, including leading bankers, should not carry a collection charge, but should be treated in the same manner as checks.

Perhaps those who express this opinion are not familiar with the struggle experienced in bringing down the transfer of check credits to a cost to business that is nil or practically nil. For years business men had to contend with check collection charges which they felt was unnecessarily onerous and yet checks were being created without number, and the banks had developed a system for handling them that reduced the work to lowest terms.

It is hardly fair to expect that a new instrument like the trade acceptance could be handled at the bank on the same basis as the check. Comparatively speaking, the banks are handling few acceptances, some so few indeed, that the acceptance is altogether strange to them. But even if acceptances were as numerous as checks we could scarcely expect banks to handle them with the same economy as checks are handled.

Necessarily, acceptances involve a greater amount of work. The bank taking them for collection or discount must make a detailed record, including maturity date. The acceptance must be sent to the point of payment a few days before maturity in order to guard against failure to present and protest the acceptance if it is not paid at maturity. When received at the point of payment it must be entered on special records and held until maturity date, all of which means greater labor, care, expense, and responsibility than in handling checks.

The collection charge, however, is nominal when it is considered that the cost of collection of accounts is transferred from the drawer of the acceptance to the bank, the drawer also having the advantage of possessing a negotiable instrument instead of an open account, the advantage of simplicity of proof of claim, the advantage of a definite date and definite amount instead of the indefiniteness of the open account, all of which far offsets the slight cost which the bank charges for the collection of the acceptance item. It is to be remembered, however, that though far more clerical work will always be involved in handling acceptances no matter how numerous they are, yet as in the case of checks, as the number of them

increases, the machinery for handling them will run more smoothly and economically, all of which will eventually accrue to the benefit of the users of the acceptance.

A PRIZE should be offered the man who will invent the best word or frame the most satisfying expression to describe the sort of cussedness which prompts a single creditor to force a perfectly favorable friendly adjustment into the bankruptcy court, the man who simply sets his jaw and says, "I won't" without the pretence of a reason.

If it were lawful, it would be a good thing to make up a list of men of this stamp, place it on file in every decent office and refuse to extend credit to the concerns that buy from men on that list. The list should be published in pamphlet form and Billy Sunday asked to write the title-page and introduction so that there would be no mistake as to the purpose of the publication and the names on the list would be sharply classified.

The concerns that belong on that list have no place in the modern credit system. They are destroyers of men's faith in one another.

And there is little palliation in the excuse that the case is "with our attorneys," for that means that the judgment of one man is being set up against the cooperative judgment of those creditors who have made thorough investigation, the judgment of the former quite likely being warped by the shrinkage of fee in case of friendly adjustment or the fact that the new method is not as good for the legal fraternity.

Every now and then our adjustment bureaus and creditors' meetings have had to contend with these creditors who are out of tune with modern credit thinking. The North Western Jobbers' Credit Bureau had to contend with one recently. That bureau took over the assets under a trust agreement of a concern which manufactured talking machines. A considerable part of the property consisted of unfinished machines. On the theory that the creditors would perceive the wisdom of consenting to the trusteeship, the bureau advanced over eight thousand dollars from its own funds to complete the manufacture of the goods, following which, arrangements were made for the sale of the completed machines at prices from twenty to fifty per cent. higher than the prices at which the debtors formerly sold their machines.

All of the creditors readily recognized the service performed in their behalf and assented to the trusteeship with the exception

of two Chicago concerns. Considerable correspondence was had with the Chicago creditors with a view to securing their cooperation. A representative was sent to explain the situation; one said he would join if the remaining creditor came in, but the latter with a claim of only two hundred and ten dollars replied that no circumstance would lead him to sign the trust agreement for co-operation with other creditors, and that if such creditors wished to have the estate liquidated under the trust agreement they could take up his claim—simply buy it.

There was a time when those handling cases of this kind would unhesitatingly submit to the smaller creditor who held out, but this practice is now recognized as bad, and it is becoming more and more insisted upon that creditors shall be treated ratably. Consequently, although the assenting creditors had in dollars and cents much at stake to keep the case out of bankruptcy, a voluntary petition in bankruptcy was filed to compel the Chicago firm to do that in the bankruptcy court which it was not willing to agree to as a friendly measure namely, to take its just share of the proceeds of the sale of the assets, and no more.

The Bureau concluded that this was the only way to set an example, the only way to declare its purpose to the world that no single creditor would be permitted to obtain full payment of his debts at the expense of the rest of the creditors.

The Terms, 5% 10 Days, 30 Days Net

"Any manufacturer who is now giving 5 per cent. for cash discount in ten days should be examined for there must be something the matter with him," says a member. "We discontinued giving the cash discount some four years ago. At the time it cost us some trade but as the tendency is now entirely toward thirty days net terms, we have felt that it has repaid us to have been one of the pioneers in abolishing the cash discount."

This comment arose out of a suggestion that a number of manufacturers in the same line of business as the member quoted were using the terms, 5 per cent. cash in ten days, thirty days net. Some one expressed the opinion that such terms did not have a good basis because the penalty for paying twenty days late was so great that ill feeling would follow the refusal of the seller to grant a discount to the buyer who was a little late in making his payment. The feeling was expressed that even a discount of 2 per cent. ten days, thirty days net, discriminated sharply enough against the thirty-day payer, with the result that abuse of stated sales terms was invited even with this smaller differential brought about by the twenty-day delay.

CENTRAL CHAT



HE soldier of the Allies when a companion has made the supreme sacrifice, speaks of him as "having gone West," a descriptive phrase of great significance—in the direction of the setting sun but with all the blaze of glory with which that comforter of earth makes his final dip.

It is sometimes easier to make the supreme sacrifice than not to sacrifice at all and when Allied supremacy prevails, as it surely will, the spirits of the lads gone West will turn their radiant faces upon the peoples of the earth who will thank them as the nameless heroes for the work they did and for the fearlessness with which they went against the foe and helped to annihilate the doctrine responsible for the great tragedy of the last four years.

With eyes dimmed but hearts burning, we thank these lads, and oftentimes covet their places even though they have hit their last blow and in a radiance of glory "have gone West."

On the Question of Figuring Excess Taxes into Cost of Goods

In the July Bulletin we published the views of P. E. Parrott of the Battreall Shoe Co., St. Joseph, upon the question whether it is sound policy to figure income and war-excess profits taxes as part of the cost of manufacturing and merchandising. Mr. Parrott said that in his opinion it is improper to include this item in cost figuring for the following reasons:

First: It was evidently the intention of Congress that these taxes should be just what their name implies—a tax on incomes or excess profits on the theory that such taxes would be less felt than if levied on production or consumption.

Second: If these taxes are included in the costs of manufacturing or merchandising, the burden is then passed on to the consumer, so that ultimately the consumer would pay the taxes.

Third: Prices are already abnormally high, and if the total of war-excess profits tax were added to the cost of doing business through the various processes of industry it would push prices still higher.

Fourth: The tax is contingent and indefinite in amount so that it can not be accurately figured in advance.

A member of the Association after reading Mr. Parrott's article asked if it were not true that every manufacturer would include the tax in the cost of manufacturing or merchandising, and even if he does not do so in the separate items, would include it in his overhead and therefore eventually make the consumer pay the tax.

The advice of the tax expert of the Guaranty Trust Co. was solicited with the result that Mr. Parrott's views are sustained to the effect that it is improper to figure income and war-profits taxes into the cost of manufacturing.

Mr. Rattray, of the Guaranty Trust Co. goes on to say that although the Federal Income Tax, assessed against corporations, is paid by them, the stockholders receive the benefit of a credit for such payment in their individual tax returns, as dividends are only subject to super-tax. Therefore, the payment of such taxes by the corporation is in effect only a payment of the normal tax that would otherwise be assessed against the individual stockholders. That being so, there appears to be no good reason why a corporation should include such payments in its cost of manufacturing.

Furthermore, on the basis of the pending revenue bill, a war-profits tax of eighty per cent. will be assessed on profits in excess of those earned during the pre-war period. In cases where such a tax will be paid, twenty per cent. of the war profits will be left for the tax-payer who will thus receive an even bigger return on his investment than in the pre-war period. If prices were increased to pass this war-profits tax along to the consumer, it would necessitate a very large increase in prices. If, for instance, a concern

earned ten per cent. of its sales in the pre-war period and twenty per cent. this year, it would be subject to a tax of eighty per cent. on the increase of ten per cent., which would leave a net profit of twelve per cent. If it desired to retain for itself the twenty per cent. it would have to increase its prices to give a gross profit of sixty per cent., fifty per cent. of which being taxable at eighty per cent. would mean a tax of forty per cent. on the amount of its sales, leaving twenty per cent. of the sales as net profits. Such a policy would not only be inequitable, but it would set up a vicious circle of increased prices that would inevitably lead to price fixing by the government. The war-profits tax was primarily intended to curb such profiteering, but that would not be accomplished if war-profits taxes were included in the cost of manufacturing.

In addition to the war-profits tax the pending Revenue bill provides for alternative excess-profits taxes on earnings in excess of eight per cent. of the invested capital. Under this alternative tax many concerns that have made no real war profits may be taxed, and, as such tax would lead to an actual depletion of income, there might in those cases be some excuse for including the excess-profits tax in the cost of manufacturing. That, however, to Mr. Rattray's mind, is the only case in which such action would be justifiable.

Governor Harding on Essential Credits

Speaking recently upon the difficulties of controlling loans through the medium of discount rates, Governor Harding of the Federal Reserve Board declared that the Board did not believe that market advances in rates would be advisable in order to keep down loans in view of the obvious necessity of avoiding any policy likely to disturb the banking operations of the Treasury. The needs of the industries and commercial enterprises, he said, which are directly contributing to the conduct of the war, must be supplied at all hazards and drastic advances in discount rates would not reduce the requirements of such concerns but would merely impose an added cost upon them. It is therefore better, he believes, for each bank to exercise discriminating judgment in making loans, having in mind always the duty to work against any tendency toward credit expansion.

Governor Harding admitted that it was exceedingly difficult to lay down any fixed or definite rules for distinguishing between essential and non-essential credits. A loan might be desired for what appeared at first glance to be a non-essential purpose and yet failure to obtain credit might create conditions which indirectly would have a distinctly harmful effect upon the ability of productive enterprises to obtain credit. He said it was important to avoid sharp and radical readjustment of credit and wherever possible, loans should be reduced in such manner as not to bring hardship to the borrower.

A Dog in the Manger

Fortunately the spirit of cooperation is so well established among business men and the dog-in-the-manger spirit is so heartily despised that cases like the following are rare, and for this reason of all the greater interest.

A Texas merchant lost his entire stock of goods by fire. He had two thousand dollars insurance. All his books, letter files, statements and statement files had been completely destroyed. He had been in business about a year and had never made an inventory. In fact, he had no record whatever of his purchases, sales or other transactions from the time he began business to the time of the fire. Of assets and records, he had not a trace remaining. Soon after the fire he came to Dallas to tell his creditors of his predicament and was referred to the manager of the adjustment bureau of the Dallas association. The bureau immediately sought out the terms of the policy and found that it contained the "iron safe" clause requiring that if the records were kept on the insured property, they must be in a fire-proof receptacle. This clause is quite usual in policies written in southern states.

It only needed a glance to see that the insurance company was not legally liable to the merchant for a dollar. Nevertheless, the bureau suggested that the party execute an assignment transferring whatever claims he might have against the insurance company to the Dallas bureau for the pro-rata benefit of the creditors.

The next step was to make up a list of creditors. The merchant could recall the names of but nine. Satisfied that there were more than nine, the transfer of assignment was so worded as to include any and all creditors who could prove claims. There was \$67.15 in the bank and after drawing a check for this amount to the order of the bureau the merchant returned home, "down and out," with no more than enough for return fare.

The bureau took up the matter with the insurance company and was persuaded to adjust on the basis of 95 per cent. of the face value of the policy, or nineteen hundred dollars, a generous adjustment, without doubt, considering that the insurance company was not legally liable to pay anything.

Proof of loss was executed and the money was about to be paid over to the bureau for the pro-rata benefit of all creditors when one Dallas creditor with a claim of about two hundred dollars filed suit against the debtor and garnisheed the insurance company. That was the first intimation that the bureau had that this party had any interest.

Immediately upon learning of the action, the bureau asked the attorneys for the insurance company to withhold answer in order to save expense, until it had had time to explain the matter to the two hundred dollar creditor. The bureau immediately explained just how his name had been omitted from the list of creditors, how the insurant had had to depend upon his memory which he himself recognized as very faulty, the more so because his affairs had not been kept in good shape. The bureau gave assurance that the claim would be listed and that it would be paid pro-rata with all other creditors in the disposition of the insurance

money. The two hundred dollar creditor insisted he must refer the bureau to a collection agency in Dallas who had the account. The bureau then explained the matter to the agency and asked that it dismiss the suit and release the insurance money with the guaranty that its client would participate, but the agency declined to act, saying that it had made up its mind and would not rescind action.

Here was a case not of old, shelf-worn stock and goods to be sold and proceeds distributed, nor of fixtures and other property of problematical value, but the total to be distributed was nearly two thousand dollars in cash ready to be paid over to the bureau for pro-rata distribution among creditors. Here was one creditor with a claim of two hundred dollars who was determined to tie up the insurance money indefinitely. The attorneys for the insurance company answered and asked that the adjustment bureau be made a party to the suit. The bureau accepted service, filed its intervention and set up its claim to the insurance money on account of transfer having been executed prior to the filing of the garnishment suit.

In all the annals of adjustment bureau endeavor to bring about a friendly and economic adjustment, the Dallas association suggests that this incident perhaps marks the limit in unfriendliness, obstinacy and sheer meanness.

When You Buy Business, You Pay a Good Price

The Kansas City Bulletin gives an illustration of the fact that when one "buys business" he will, in the end, find that he paid a good price for it and that there is seldom justification for selling at cost or nearly cost. It tells of a certain manufacturing concern which needed a large quantity of material in order to make the required expansion of its plant. Its purchasing department had asked for quotations from two houses and the order was so attractive that competition was spirited. The first house got in touch with this factory and, as the goods were staple, placed an order in anticipation of the business, but its quotation was not low enough, though as low as good business practice would permit. The second house figured with a sharper pencil and landed the order. It lost money on the transaction but considered the deal satisfactory because it had made a new customer on whose future trade the loss could be recouped.

The manufacturer later finding the business in need of more material, went into the market with a duplicate order. Prices in the meanwhile had gone up. Now it was the turn of the first house and it landed the business at a good profit while the house which was previously successful lost because it did not want to take another unprofitable piece of business.

The moral, as pointed out by the Kansas City Bulletin, is that when you buy business it will be found in the end that you paid a good price for it.

An Effort in the South for Better Credits

The Hon. Fuller E. Callaway wrote a good letter on credit to the Merchants' and Manufacturers' Association at Atlanta which was read at a large meeting and stirred up much discussion.

He was speaking in his letter of changes which have been brought about by the war and declared that the thing which had been brought home most sharply was that we could no longer tolerate wasteful methods and that one of the worst barnacles on the good ship of business has been the wastefulness of our credit methods which have survived from oxcart days while the railway, telegraph, telephone and automobile and other mechanical means of production and communication have speeded up to high degree the other departments of business.

We must, he declared, cut out the waste of having millions of dollars buried in books of account, we must stop forcing the better and prompt-paying customers to carry the burden of the slow payers and poor payers. We must make static dollars dynamic and mobile. Facing a war debt of thirty to forty billions of dollars, we must make one dollar do the work of four, and part of the secret is the elimination of losses of bad debts, the shortening of credits and more general use of trade acceptances. (Here is a sufficient program to engage forward thinking credit men for some time to come.)

At the same meeting the following resolutions were adopted with the vote that the delegates lay the resolutions before their local chambers of commerce and give them the widest publicity:

"Whereas, the demands of our government at this critical juncture require that we utilize to the utmost of their efficiency all means and measures calculated to contribute either to the winning of the war or the establishment of a sound economic basis following the conclusion of a victorious peace; and,

"Whereas, the recent action of the war-industries board, urging manufacturers and wholesale distributors to reduce their terms to more nearly a cash basis, has resulted in a general shortening of terms to the retailer, compelling the latter either to reduce his volume or increase the working efficiency of his capital; and

"Whereas, we can read in the signs of the times a new and distinctive period of development that our nation has entered upon, a period marking the line of departure from many of the traditional, not to say cherished, trade customs with which we have been afflicted and which have stood in the way of our progress, particularly in the south, not the least of which has been an outworn and obsolete credit system, which ties up and renders rigid and ineffective half the invested capital of the average retailer, accounts for fully one third of his cost of doing business and is to be charged with a majority of the failures among such merchants; be it

"Resolved by the convention of the Southern Retail Merchants, assembled in Atlanta on this, the 15th day of October, 1918, that after full and careful deliberation and upon the weight of evidence to be found in the splendid message brought us by such leaders of progressive thought as the Hon. Fuller E. Callaway and others, we record as our considered and deliberate judgment,

"First, that the evils in the credit system as they exist in the retail trade are more pronounced in our section of the country than any other; that they are due to a mistaken deference to time-honored custom more than to any peculiar or inherent economic condition, and that they are allowed to continue either through over-weaning complaisance or a lack of sufficient moral courage to adopt proper methods on the part of the retail merchants themselves.

"Second, that never in the history of our section, when the average of individual prosperity is exceptionally high, did conditions so lend themselves to the transition from a credit basis to a cash or a near cash basis.

"Third, that we regard such reform as vital and necessary, not only as a war measure, conducing to the end of a victorious peace, but as one which will make for the general health, progress and stability of business and the economic and social well-being of the average individual, who will profit by the economies thus brought about and by the care he will exercise in his expenditures when he is confronted with the necessity of an immediate or early and definite time of payment.

"Fourth, we urge upon the retail merchants of our section their most earnest consideration of the views set forth in these resolutions and recommend the adoption, not only as a war and reconstruction measure, but as one in keeping with the progress of the times, of a cash basis, or, where that is not possible, the elimination of long or indefinite terms effective not later than January, 1, 1919."

Hold the Customer and Obtain Re-Orders

H. Uehlinger, the new chairman of the Credit Department Methods Committee, speaking recently regarding credit department service, declares that one of the most effective slogans the house can adopt is "Hold the customer and obtain re-orders."

He says that every time a member of the staff writes a letter there should be in his heart this thought no matter what the subject of the letter may be, and particularly in the case of collection matters. Collection letters, he says, should be written right from the ledger with full knowledge of the collection correspondence which has preceded the letter which is in process.

The ledger shows the customer's rating, his credit limit, the kind of business he is in; the ledger tells where the industry is located, whether it is a corporation or partnership, how long the account has been running, the volume of purchases per annum, whether it is habitually slow, or in the habit of paying on time, whether it takes advantage of the cash discount, whether notes are given and if so for how long, whether unjust deductions are made, etc. It is, in fact, an endless story which the wide awake credit man can get off the well-organized ledger. It is the heart of the business and should tell the story as to whether the customer is being held.

As a Matter of Business—Keep Liberty Bonds

It has been announced from Washington that the various Entente nations which have secured loans, or "credits," from the United States, by issue of short-term bonds will shortly substitute them with long-term securities.

This statement may not mean much to the casual reader who does not delve far into the workings of the world of finance. But now that we are all financiers through our ownership of Liberty Bonds, we should get over the old habit of reading everything in the newspaper except the financial news, and begin to sharpen up our wits on money matters. As a matter of fact, this particular piece of information is of the utmost moment to every Liberty Bond holder.

The United States has already loaned to the various allied nations, in the form of so-called "credits" to be taken up by the purchase of supplies in this country, something over \$7,000,000,000; and it is assumed that this sum may be increased by two or three billions before next year. As security for these sums advanced, the borrowing nations have given the United States short-term bonds, on which the interest yield is slightly greater than that on our Liberty Bonds. Thus the sum which the Entente nations owe this country is equal to nearly one half of all our Liberty Loan issues and will presently be in excess of any two issues, including the Fourth. If this debt were to be paid when it falls due, the Government would have on its hands money which it could not use to pay off Liberty issues until those issues matured, and which might have to be re-invested at a lower rate of interest. What the substitution of long-term bonds for the short-term notes means to America, then, is this.

The dates on which these foreign long-term bonds come due will be set to correspond to the maturing dates of one or more of our Liberty Bond issues. As a consequence, the interest on these Liberty Bonds will be paid not from United States taxes, but from taxes levied abroad, and in like manner the principal will be paid with the money coming to the United States when these foreign loans fall due.

Could a better argument than this be advanced for the purchase and holding of all the Liberty Bonds you can afford? Individual business thrives only when the business of the country as a whole thrives. And the business of the country as a whole thrives best when other nations owe us more than we owe them—when, in the language of the Political Economists, we are the "creditor" nation.

These transactions by which we lend to foreign governments are steadily making us the premier "creditor nation" of the world. Therefore, not only should we lend our money to the government, that it may lend abroad, but you yourself should assume the rôle of creditor to the best credit risk in the world. That is to say, Keep Liberty Bonds—as a matter of business.

The Proposed Tax on Checks

The War Tax Advisory Committee of the National Association of Credit Men has considered the proposal which has been made in some quarters that there be a stamp tax placed upon checks. The committee is unalterably opposed to the imposition of such a tax for the reason that it would be virtually a tax upon currency inasmuch as all but a small portion of business settlements are made in the form of checks, which means that checks have become the currency of the country, and upon their flow there should be imposed no unnecessary burden. The proposal of a tax upon currency, the committee feels, is unsound and it asks that the members of the Association indicate their opinion to this effect to the members of the Finance Committee of the Senate and their representatives in Congress.

Prevented Schwartz from Securing Bankruptcy Dismissal

Loeb Schwartz was in the clothing business at Marion, Ohio. He was forced into bankruptcy December 8, 1915, when he showed assets of \$5,225 offsetting liabilities of \$27,000. Cleveland houses were the principal creditors. Schwartz applied for a discharge from his debts in the federal court but Commissioner Keller of the adjustment bureau of the Cleveland Association, representing creditors, fought the application and it was withdrawn.

Two years later Schwartz filed a voluntary bankruptcy petition and asked a discharge. He listed the same schedule of liabilities as in the first case, but finally the court decided that Schwartz' failure to obtain a discharge in the first instance was "res adjudicata" in favor of the creditors and granted an order dismissing the petition and restraining him from filing a subsequent petition for discharge of the same debts.

This restraining order not only represents a victory for the Cleveland association but marks a precedent for the blocking of bankruptcy discharge by means of injunction.

President Boteler on Violation of Terms

President Boteler of the New York Credit Men's Association, in a recent letter to the members, called attention to the fact that violations against terms under which goods are sold should not be tolerated by the members of the association.

"When credit men allow customers to withhold any part of what is due," he says, "they are tolerating what practically amounts to dishonesty and lay themselves open to the belief on the part of the debtors that sooner or later they can get away with something bigger. Credit men are doing themselves, as well as the debtors, great injustice when they merely regard the amount involved in individual cases as too small to fight for and neglect the principle of the thing."

Cooperating with Draft Boards to Protect Young Business Men

The Chicago association has sent a message to the members of local and district exemption boards throughout the state of Illinois to the effect that it is ready to serve registered men who may find it necessary to withdraw from their business. The association has organized able committees who will render expert advice and assistance in determining whether the business of the registrant can be continued during the owner's absence or had better be closed and his affairs liquidated. The association states that it wishes registrants to go into the service assured that they have not lost their business honor or standing in the mercantile community and that they will leave knowing that when they return they will be able to re-enter the business world with a clean slate.

The Philadelphia association has sent to all selective service draft boards in Philadelphia and vicinity a letter and poster in which those engaged in business who are likely to be drafted for the service of the state are advised that the association is ready to serve them, looking to the continuance of their business as a going concern or assisting in its liquidation to the best possible advantage of the proprietor.

A wholesale dealer in automobile supplies has already sought the advice of the association, a man of thirty-five years of age and the owner of the business who, since he has no dependents, has been placed in class 1A and is likely to be called at any moment. Having no reliable assistants and no relatives who could be placed in charge during his absence, the association, in looking into the matter, has concluded that the proper course would be to find a partner or a purchaser, or if that be impossible to liquidate the business.

Illustrative of Increased Values

The St. Louis Lumberman gives an interesting illustration to show the increased buying power of the farmers today as compared with twenty years ago. A Missouri farmer, it says, went to a general store to buy a buggy. The price of the buggy he wanted was \$90. The farmer objected that his father twenty years ago had bought one just like it for \$60 and with better methods of turning them out he should not have to pay more. Fortunately, here was one of the few merchants who kept records and he hunted up his ledger of twenty years ago and found that the father had not paid cash but had turned in three hundred bushels of corn for a sixty dollar buggy. The merchant then turned to the son and said, "Deliver me the three hundred bushels of corn and I will give you in turn a \$90 buggy, a \$75 wagon, a \$20 suit of clothes, a \$20 dress, a \$5 baby dress, a \$5 crib, \$10 worth of sugar, \$13 worth of tea, \$100 worth of gasoline and \$15 worth of lubricating oil, a total of \$353 as the present value of that many bushels of corn. As the farmer was not setting up a store of his own, he decided to pay cash for the buggy.

Trade Acceptance Department

ACCEPTANCE IN ACCESSORY LINE

The H. F. Brownell Company, an automobile accessory and hardware specialty house of Sioux Falls, has had great success in developing the trade acceptance method. In the first month after establishing trade-acceptance terms, the collections increased 35½ per cent., and, instead of having the usual five or six weeks' business on books, the concern had on September 1 less than four weeks' business on its books. The Brownell Company reports remarkable success in getting customers to sign acceptances, more than 90 per cent. of those sent out coming back properly signed. Effort at first was made to get acceptances only on special orders, but the plan worked out so well that it was decided to handle all the business on the acceptance basis, with the results stated. Indeed, success has been so great that the concern expects to have 100 per cent. returns from its statements and invoices covered by acceptances in the course of a brief time.

In preparing the ground for the development of the acceptance the secretary of the company made it a point to talk acceptances to every customer as he was given the opportunity and personally urged each to use them in his own business. He has discovered that what is necessary is the better education of the banker as to the meaning of the trade acceptance. He tells of one of his customers, located in an Iowa town, who called upon him in order to find out just what the acceptance is, and especially to determine whether he could use it in his own business. The Brownell Company suggested that he take the matter up also with his banker who no doubt could give much valuable information. The reply was that he had done so but that the banker did not even know what a trade acceptance is.

As far as trade acceptances being paid is concerned, the same writer states that the impression was that as the customers were garage dealers and in a different class from the jobber, little dependence could be placed on having acceptances taken care of on due date. But such is not the fact, for out of several hundred acceptances received, but one was not paid on due date, and in this case shipment was sent out in error and merchandise received before delivery could be stopped, and then about the only thing to be done was to get the account in the best possible form, namely, the acceptance.

IN STEEL FURNITURE LINE

Probably the first company in the steel furniture line to take up the acceptance with a view to securing its substitution for the open account was the Art Metal Construction Company of Jamestown, N. Y. Several other members of the Steel Furniture Manufacturers' Association have followed its lead.

The Art Metal Construction Company began in May 1917 to introduce the trade acceptance with a selected list of agents, some of whom immediately replied that they would be glad to buy on the acceptance method. Others replied opposing the acceptance and

still others made their positions certain by offering no answer. The last two classes have been receiving literature on the subject steadily, and gradually they have been added to the increasing list of those with whom the company is doing business on the acceptance basis.

A. Turnquist, writing upon the subject, says there were several accounts with which he at one time had much difficulty. They were slow, they took discounts unjustly and made unfair deductions. The result was constant friction, not infrequently resulting in the loss of business, because the company insisted on adherence to sound business methods. Where the trade acceptance has been substituted these causes of friction have been removed. Trade acceptances are paid promptly and without question, and there is no opening for the taking of unearned discount, or the making of unjust deductions. The work of the credit department with such accounts now is reduced to keeping an eye on the customer's progress and checking up to see that the safe credit limit is not exceeded. The trade acceptance does the rest. Much letter writing has been eliminated. As for the customer himself, he is watching his own credit more carefully, following his collections up more sharply, and marshalling his affairs more scientifically, all of which is a benefit to him and promotes sound business conditions.

There are still some of the older agents not discounting, who refuse to adopt modern business methods and stand out against the trade acceptance. However, where a new agent is established, the company regularly applies the trade acceptance and seldom is any objection made. Undoubtedly, a great deal of credit is due Mr. Turnquist for the excellent work he has done in his special line. He has created a high class of trade acceptance in increasing number and has added to a growing list an example of what can be done to make sounder business by substituting the trade acceptance for the open account.

IN MILLING LINE

The Baltimore Pearl Hominy Company has been making some interesting history in the use of the trade acceptance. This company adopted the trade acceptance method of settlement on June 1st. Previous to that time a small introductory leaflet had been mailed to customers briefly descriptive of the acceptance plan. Indeed so little had been said to its customers on the subject that the company did not expect to receive back more than five or possibly ten per cent. of acceptances properly signed. An accurate record was kept of the acceptances accompanying invoices and statements since June 1st which showed that the percentage of acceptances signed and returned as against the total amount issued was in dollars and cents 25.5 per cent. The second month on the same basis showed a record of 30.2 per cent., and now the company is realizing almost 50 per cent.

Some of the customers, of course, positively objected to signing an acceptance and yet the company has made it a rule to keep a copy of the acceptance in the follow-up file just as if it had been signed and returned, this automatic tickler bringing attention to these accounts upon the day they fall due which has tended to make

for better collections. As for the payment of the signed acceptances, not one of them has been protested for non-payment, and to a large extent they were signed by customers who had not been over-scrupulous in paying their bills on due date but had been letting them run along for a week to twenty days beyond maturity.

"In a mail just received," says the auditor of the company, "a large manufacturer of confectionery heartily endorses the trade acceptance plan." Similar letters have been received from concerns in other lines for the company has customers in twenty distinct classes of business, all of which have contributed signed acceptances.

ACTION OF LINSEED CRUSHERS

If there is any spirit of fairness among the buyers of linseed oil—and the Bulletin ventures that there is more than ever of this precious commodity now that we have passed through three years of adjustment and readjustment to every changing condition—these buyers will agree that the linseed oil manufacturers are fully justified in announcing new terms of sale so that the burden of financing the oil industry will be more readily distributed.

The manufacturers are pointing out that in the purchase of raw materials they never have had more time allowed for payment than is necessary to have the state weights reported, immediately upon which the manufacturer either sends check by messenger or mail; and frequently shippers from the country call upon the manufacturers for advances against bills of lading, the goods still being in transit. Again, in importing flax, shipments are generally made on slow sailing vessels and the papers covering the shipments are forwarded on steamer so that it often happens that the manufacturers have to pay for the linseed thirty days or more before it arrives in New York. With the greatly advanced prices prevailing for some time a heavy load is imposed upon manufacturers to carry the flax needed to protect contracts made with customers.

For this reason—that transportation is slower than ever, values greatly increased and credits more difficult to obtain—it is not only fair but in the interest of good business to have this burden distributed so that the manufacturers are shipping carload lots, sight draft attached to document with no discount, and for less than carload lots trade acceptances due thirty days from date of invoice with interest at 6 per cent. and no discount.

The Bulletin feels sure that the buyer will recognize the justice of the change and will readily cooperate with the manufacturers in meeting a difficult situation.

IN IRON STRUCTURAL LINE

W. H. Kennedy, vice-president of the Corrugated Bar Company of Buffalo, writing of the concern's experiences with the acceptance, says that 98 per cent. of his customers who have been asked to give acceptances are either meeting this requirement or discounting their bills, and more than 99 per cent. of the acceptances given are being paid at maturity. Not only is this giving the company the use of new funds, he says, but it is eliminating unfair

claims and petty disputes and customers are better satisfied than ever before.

CLEVELAND BANKS' REDISCOUNTS RECORD

The Cleveland Association of Credit Men feels that it can point to the record of rediscounting of trade acceptances at the Federal Reserve Bank of Cleveland as a sure indication that the credit men of Ohio have been more wide awake than those of any other part of the country to the importance of creating acceptances. On September 13th the Federal Reserve Bank had in its portfolios over \$5,500,000 of trade acceptances rediscounted for member banks, a greater volume than was held in any other Federal Reserve Bank. When it is realized that only a small fraction of the acceptances discounted by member banks reaches the Reserve Banks and also that many are held by users simply for collection purposes, it will be seen that the trade acceptance movement has taken on real importance in this district.

NEWLY ORGANIZED ACCEPTANCE BANK

The Discount Corporation of New York has been formed, capitalized at five million dollars and with a surplus of one million. The stock of the institution will be owned by leading New York banks and trust companies, and the board of directors will be made up of representatives of these banks and trust institutions. The purpose of the Discount Corporation is to take part in the development of a broad discount market in this country. Previous to the war the discount business of the world was almost completely controlled by Great Britain. There seems to be no reason with our present banking system why there should not be a large development of discount business in this country.

The principal business of the corporation will consist of the purchase and sale of bankers' and trade acceptances. It is generally felt that this corporation is simply the forerunner of similar institutions, the need for which is becoming more and more apparent every day, and if this is to be so, the result will be a steadily broadening market.

Another discount company is already in the field, namely, the Foreign Trade Banking Corporation. There is also in process of formation in New York the Union Discount Company whose prime movers are interested chiefly in the financing of cotton purchases, for spinners, although the company does not by any means expect to confine itself to this line.

PRESENTATION OF ACCEPTANCES

While it is permissible for a bank holding an acceptance made payable at the acceptor's bank to present it at the acceptor's place of business, it were better practice to have it presented at the bank named in the acceptance, and in all cases the acceptor should direct the party calling at his office to go for payment to the bank named. Good order in acceptance procedure requires that the instrument be handled through the bank named by the acceptor.

Sixty-two Years Old and a Better Credit Risk than Ever

The Bulletin is indebted to Peyton B. Bethel of Louisville, Ky., for the following, which was attached to a property statement he recently received from a party located in southern Texas:

"I am the oldest inhabitant in _____ in point of residence and have been postmaster here for nearly eight years—salary of \$125 per month. I started the _____ Clarion seven years ago, an all-home newspaper, and have never missed an issue. There is, however, but little net revenue from this source aside from the advantage of advertising my other resources.

"My newsitorium cigar stand and cold-drink counter averages about \$40 a day sales. An average profit of about 10 per cent. net.

"The National Theatre, the best moving picture house in the valley, runs four nights a week, plays all the best attractions and varies from net income of \$50 to \$300 per month.

"Now, my purpose is to resign the postmastership and devote my time to the newly purchased store, theatre and newspaper. I am sixty-two years old, married, and have two grown sons. Don't drink, chew, nor smoke, nor do I go to church. Now you have everything but my blood test, which is RED."

A Portrayal of Office Conditions

C. E. Mann of the Northwestern Knitting Co. of Minneapolis has handed the Bulletin a bit of correspondence presenting the following picture of one of his customers who had felt the effects of the war and influenza conditions in his office:

"I have your letter that you was so kind to write me on October 15 and note wat you have to say as to my negligence in my Correspondence, the fact of the metter is that we have no special office forse like you have to do our writing for us and we feal endeed satisfied if we have a metter. setiled once, and I feal as thogh I have the metter settled with you.

"If you will remember the goods never reachet our store on till some time in may all thogh You hade goods billd to us some time in Jan. and If corse, I tooke diskount of the bill when I paid it as I paid you as soon as the bill was ehackt."

National Bank Can Now Conduct Trust Department

It has been a long struggle which has lead up to the point where national banks have secured the authority to conduct trust departments when sanctioned by the Federal Reserve Board. Thus there has been swept away practically all distinction between the functions that may be performed by the national banks and the trust companies.

The Federal Reserve Act had previously empowered the Board to grant a special permit to a national bank to act as trustee, executor, administrator and registrar of stocks and bonds. Under the amendment just passed, this authority is extended to embrace the power to act in any fiduciary capacity "in which state banks and

trust companies or other corporations which come in competition with national banks are permitted to act under the laws of the state in which the national bank is located."

Under the original provisions of the law national banks could be permitted to exercise their limited fiduciary functions "when not in contravention of state or local law." On this point the recent enactment provides that whenever the laws of a state authorize the exercise of fiduciary powers by state institutions which compete with national banks, conferring such powers on the national banks in the same state shall not be deemed to be in violation of the state or local law within the meaning of the act. In other words, in states where trust companies besides doing the trust business accept deposits and otherwise conduct a regular commercial banking business, and thus compete with national banks, the Federal Reserve Board is clothed with authority to grant similar trust powers to national banks regardless of what the state laws may say on the subject. The power of Congress to enact such a provision was clearly indicated in the decision handed down by the United States Supreme Court in the case brought by a Michigan trust company to test the constitutionality of the old provision of the law with regard to the authority of the Federal Reserve Board to grant trust powers to national banks.

Is There Profit in the Slow Account?

The National office recently endeavored to enlist advice from its members as to conditions under which it might be advisable to sell slow accounts. The reply received from a grocery house in Cedar Rapids is particularly interesting. That house goes on record as saying that a slow account in a wholesale grocery business is unprofitable at all times and under all conditions. Whether interest is charged on past maturity or not, the account is unprofitable for the reason that it forces the business to do practically a banking business which the wholesaler is not equipped to do. The credit man says his house figures that the slow account is so unprofitable that it is rooting out chronically slow customers as rapidly as possible, unless it is seen that there is good grounds for hoping that customers will learn the error of their ways and correct deficiencies.

Why the Retailer Should Accept

W. F. H. Koelsch, formerly president of the New York Credit Men's Association, spoke on the trade acceptance at the Ohio Bankers' Association convention last month.

Mr. Koelsch declared that it is incumbent upon the retailer to pay promptly at maturity just as it is incumbent upon any other merchant to do so. Objections on the part of retailers to giving trade acceptances is frequently based, he said, upon the ground that they pay their bills in ten days. They forget that to do this, they rely upon borrowing from their own or other banks on unsecured notes. Then they make the plea that they should not be deprived

of the large discounts obtained through those terms, forgetting that large discounts allowed must necessarily be expressed in the sales price. Referring to the argument that the retailer opposes the giving of acceptances because he desires to examine his merchandise before signing, Mr. Koelsch points out that he pays cash in many cases before he sees the goods in order to earn the discount and relies upon the seller to make good any just claim, which would apply equally well if an acceptance is given.

The big advantage for the retailer is that by buying on the acceptance he indicates his desire and ability to make prompt payment, all of which helps him in his standing with his banker and gives him a reputation which will stand him in good stead as he goes into the market for merchandise.

Brevities

Did you know that you could place an order with your postmaster to have the letter-carrier deliver to you each week a number of war saving stamps? Set an example of patriotism, economy and thrift among your friends and associates by buying war savings stamps regularly.

Geo. H. Griffiths of the Forest City Paint & Varnish Co., one of the staunchest members of the Cleveland association, has gone over to the Sherwin-Williams Co. in an executive capacity, which necessitates his transfer to Chicago. The loss of his strong personality is keenly felt by the Cleveland association.

Karl A. Holy, vice-president of the Clarksburg West Virginia Association of Credit Men, died suddenly at his home in Clarksburg. His death brings a distinct loss to the association in which he had taken a deep interest and to whose welfare he had devoted a large part of his time.

The Bulletin announced a few months ago the election of Edward F. Sheffey to the board of aldermen of his city, Lynchburg, the first political office ever held by Mr. Sheffey. At the meeting for organization for the new year, Mr. Sheffey was selected for the presidency of the board, an unusual honor since the custom had been to select the president from one of the older members of the board.

James P. Keleher, assistant attorney of the San Francisco Board of Trade, has gone into the service being commissioned captain in the Quartermaster's Corps, assigned to General Inspection Branch of the Supply Control Corps. His duties are taking him over the entire country.

A Jacksonville member writes the National office a letter of rejoicing because by following the Bulletin "missing" column month by month, he had been able to locate a debtor who had moved to parts unknown, and had collected an account he had charged off

as uncollectable. "The National Association of Credit Men is a wonderful organization and its assistance in locating missing debtors is only one of the hundred good features," he adds.

It has been suggested by a local association that a question be put to all of the credit men's organizations affiliated with the National Association of Credit Men to what extent they invested in Liberty Bonds in the first four issues. It was felt by the member making this suggestion that this will prove interesting information and will stimulate the associational interest in Liberty Bond purchases.

The fire record of the first eight months of the year presents a startling waste for which there can be no possible excuse and which ought to arouse the attention of every citizen. Up to September 1, 1918 our fire losses were \$200,036,285, which compares with the 1917 figure of \$180,515,875, and 1916 record of \$159,535,220. This is a poor time indeed to waste our substance through habits of carelessness, disorderliness and uncleanness. Surely we ought all to be impressed with the value of materials of whatever kind and the cost of replacing them.

The Gerlach-Barklow Co., Joliet, Ill., is following a plan of extending cash discount to customers through war-savings stamps. If the discount to which the customer is entitled is not an amount which is a multiple of twenty-five, the company refunds in thrift stamps the next amount which is a multiple of twenty-five. In other words, if the discount amounts to sixty-three cents it returns three thrift stamps, seventy-five cents; if anywhere between seventy-six cents and one dollar, it returns four thrift stamps.

J. L. Baldwin, a prominent member of the Atlanta Association of Credit Men, asks the Bulletin to say to the members of the National Association, that if they have a close relative stationed at Camp Gordon or Ft. McPherson he will consider it a personal favor if a letter of introduction to him were written and the soldier boy were asked to call upon him at Atlanta. He promises to do what he can to make his stay while in training a little more pleasant. Mr. Baldwin's address is E. L. Rhodes & Co.

A member of the association recently asked the meaning of the term "F. A. S." These letters, when used in a sales contract, imply that the seller of the goods in return for the amount named in the contract of sale will deliver the goods free of expense, alongside of the vessel. When there is no such stipulation in the contract of sale the buyer is required to take the goods from the warehouse of the seller and carry them to the vessel at his own expense, but in a sale on F. A. S. terms the seller obligates himself to make delivery of the goods upon the dock and at the vessel's side.

It is a very useful bulletin which the Robert Morris Club is issuing to members. Every man who has to do with the credits of

a bank ought to know what his fellow bank credit men are thinking of and this bulletin will help him. Let every bank credit man get the advantage which comes from membership in the Robert Morris Club. The chairman of the membership committee is William Tonks, First National Bank, Cleveland, and the moment you read this paragraph write Mr. Tonks and let him tell you what the membership in the club is accomplishing.

H. L. Jacoby of the Beacon Falls Rubber Shoe Co. is handing to the salesmen of his house some "think" nuggets which will serve them in good stead if they will but understand. He writes of so-called orders that some salesmen send to the credit department, not orders at all, but as he says, aggravations; and that in these times when we are asked to conserve credit. He tries to make the salesmen see that their best energies can be directed in instructing those with whom they come in contact in the best business methods, having, as a matter of fact, the advantage of observation in scores and scores of places of business, the opportunity to size up methods that make for success.

The Indianapolis association has just been given nearly a page of text and pictorial publicity by the Indianapolis Star. Following a general introductory outline of the association's work and its connection with the National Association of Credit Men, there are brief articles by several members on phases of the local work, the whole presentation giving a broad conception of what the credit men's associations are doing. Pictures of the office and of the officers effectively grouped complete the presentation. It is indeed a piece of publicity that might well be emulated by other associations.

The efforts that are being made by the various nations to conserve their stocks of gold are brought out by the record of export and import of this metal during the eight months of the present year. During that period, the imports of gold into the United States amounted to \$54,000,000, as against \$524,000,000 for the same period last year, and the exports of gold from this country amounted to \$32,000,000 as compared with \$318,000,000 in 1917. The nations are making every effort to keep the exchange situation within bounds by controlling the import and export of commodities, and the placing of loans in those countries whose exchange is heavily against them. They recognize that it is vital that the basic metal shall not escape.

The New York Credit Men's Association, following a conference with the Police Commissioner of New York, has received a letter from him promising the assistance of the police department in the effort to trace "missing debtors." The commissioner has instructed the force on patrol when observing any business concern moving during unusual hours to investigate and if the case does not warrant police action, the force is instructed to make record of the name and address of the concern, the name and address and license number of the truckmen, time and date of removal, and the new address if obtainable.

At a meeting of Texas manufacturers held recently at Galveston, a petition was drawn addressed to the Federal Census Bureau, asking for the amending of the rules governing the taking of the census of manufactures, that it might include the statistics of establishments located outside of the corporate limits of the various manufacturing cities of the nation. The inconsistency of the present method was shown in the statement of manufactures of Ft. Worth for 1914 which omitted twenty factories and six thousand employees from the report of that city, due to the fact that those establishments were just outside of the municipal limits and therefore were not included by the census enumerators compiling the list.

Foreign trade figures continue to mount to higher levels. Imports for September amounted to two hundred and sixty-two million dollars, an increase of nearly twenty-six millions over September 1917. For the nine months ending September 1918, imports were two billion, three hundred and twenty-two million dollars, an increase of forty million dollars over the corresponding period of 1917. Exports for September amounted to five hundred and fifty million dollars, an increase of nearly one hundred millions over September 1917. Exports for the nine months were four billion five hundred and sixty-one million dollars, a slight decrease as compared with last year, but an increase of six hundred and ten millions over the corresponding period of two years ago.

As chairman of the Banking and Currency Committee of the Cleveland association, Frank J. Zurlinden, assistant cashier of the Federal Reserve Bank of Cleveland, has laid out a program for the committee's work upon the following points:

1. Curtailment of credits on non-essentials;
2. Enrollment of state banks in the Federal Reserve System;
3. Further promotion of the use of Trade Acceptances;
4. Preparation for after-the-war conditions.

Mr. Zurlinden points out to the members that it is highly important that every business man do all he can to bring success in the campaign for the curtailment of non-essential credits. The needs of the country are so great, he declares, that it is absolutely necessary that such curtailment be brought about. Those engaged therefore in non-essential lines must for the time being not only refrain from asking for new credits but liquidate rapidly credits already granted to the end that the government may have available every possible dollar of the resources of the country. However, these curtailments must be brought about gradually so that the least hardship and embarrassment to all concerned shall be imposed.

With the permission of the Post-office Department, the October issue of the Bulletin was omitted. The reason is the unexpectedly heavy drain made on the paper we have on contract because the Convention Bulletin called for many more pages than any previous convention issue. This, together with transportation difficulties, completely upset calculations for subsequent requirements.

***Annual Meeting of Board of Directors**

A BRIEF PRESENTATION FROM THE MINUTES OF THE BOARD MEETINGS, HELD AT ATLANTIC CITY, SEPTEMBER 11-13, 1918

I

The annual meeting of the officers and directors of the National Association of Credit Men could not be opened with contentment and satisfaction without recording in a heartfelt and devoted way their loyalty to the nation, their belief in its war-winning powers, their gratitude to the administration and the dedication of their all to the bringing of a victory that will forever rebuke any effort to violate the liberties of men and of nations.

This sincere dedication of themselves and the resources and powers of the National Association of Credit Men, which they represent, is a message to the President of the United States, his associates and advisors, and to the Congress, that they may know that not one iota of wealth or labor will be withheld in this great task, to accomplish which, the heart of every loyal citizen is burning with a keen desire.

II

It were not possible for men to assemble even with a purpose strictly commercial without feeling a thrill, over what our lads have accomplished for the cause of Democracy and right living on the fighting lines—their initiative, daring, heroism, defiance of the Huns' best fighting men; we rejoice in the uprightness of their lives, the straightforwardness of their conduct and their splendid Americanism; so at the opening of the annual meeting of the officers and directors of the National Association of Credit Men, expression is given to our sense of appreciation of our representatives in training and at the front, and sincere thanks and congratulations are sent to them and their peerless leader, who has displayed such manliness in his leadership and a religion and humanity which stirs the heart and makes us all devoutly thankful that we are citizens of the same great country and place confidence in the same Almighty God.

III

When the nation in the undertaking of its greatest task and to settle forever the question of human liberties threw its powers into the scale and bent its shoulders to the task, the National Association of Credit Men offered its services freely irrespective of its peculiar and limited field of effort, and while we are under war conditions these offers of support for the various departments of the Government will be cordially continued; yet the officers and directors of the National Association of Credit Men, in annual meeting assembled, feel that it is wise and proper to record that this means no permanent departure from the original policies and plans of the National Association of Credit Men, and when peace is restored and normal conditions resumed, that the organization will take its appointed place and concentrate its efforts in the field of credit and in behalf of those forces which have a direct or indirect influence in this field.

*All directors were present except C. E. Vandel, Kansas City, and H. C. Cornelius, Grand Rapids, detained by illness.

IV

The officers and directors of the National Association of Credit Men, in annual meeting assembled, regard with satisfaction and approval the attitude of the Secretary-Treasurer and his staff of assistants toward the various departments of Government concerned directly with the winning of the war, and feel not only proud that the organization through its National office has given assistance even in lines of effort not directly concerned with the well-defined work and policies of the organization, but are pleased to give support to a continuation of this cooperative attitude to the departments of national defense, economy, finance, supplies and distribution so that its best powers may be exerted for the support of the national program and for the ultimate winning of the war.

The officers and directors of the National Association of Credit Men, in annual meeting assembled, furthermore convey their gratitude and approval to the local associations of credit men which have so patriotically given of their very best to the nation's needs and cooperated generously, freely and at times to the testing of their best powers in the conservation of resources, the success of the public loans, the encouragement of savings, the endorsement of military plans and in whatever form and manner these bodies of unselfishly inclined men convey in a practical way their controlling desire to help and to hold fast, and it is our sincere wish that these expressions of cooperative and constructive support should be freely continued.

V

The officers and directors of the National Association of Credit Men, in annual meeting assembled, send greetings to the officers, directors or executive committee members of the local associations of credit men, pointing out that in these unusual days the greatest results can be accomplished by sincere and never-failing cooperation. We are proud of what the National Association of Credit Men, and its various units have been permitted to do for the nation's commerce and credits in the past, and realizing the problems and opportunities of the future, we express the belief and confidence that there will be an even closer welding together of the various parts of the organization for effective work and that at the close of the current year gratification will control in the recognition that unselfish efforts have been given, the best skill devoted, and that we have not only strengthened the credit fabric of the nation, but have added to its war-winning powers. We give them greetings and salutations at the threshold of the year, with the hope that there may be great joy and satisfaction at its close in what they have been able to accomplish.

VI

The gradual development and growth of the Retail Credit Men's National Association is regarded with sincere interest and satisfaction by the officers and directors of the National Association of Credit Men, and they not only send greetings to the younger brothers in the credit field, with all manner of good wishes, but regard with

favor the cooperative plan that has developed between the two organizations and urge that it may be maintained and broadened so that both may prosper and that the younger body may take on strength and perform a highly useful service in the individual credit field.

VII

Recognizing that credit is one of the greatest of the nation's war-winning factors and that serious delays and misfortunes may happen were the safely available credits of the nation diverted through misdirected zeal and ignorance into unnecessary, unwise and unprofitable channels, the officers and directors of the National Association of Credit Men, in annual meeting assembled, urgently and sincerely appeal to the givers and receivers of credit a most careful observance of sound and wise principles so that all speculative tendencies may be suppressed, unsafe and deceptive risks eliminated and a thorough coordination of loyal and appreciative effort established to the end that no strain may come to the nation's credit powers, that each transaction shall be extinguished promptly and within a reasonable period and the credit reservoir kept free for the nation's tremendous requirements. No greater patriotism can be expressed than in the manner with which credit is given, received and treated during a period when inflation and strain would spell disaster.

COMMITTEE ON LEGISLATION

The officers and directors of the National Association of Credit Men, in annual meeting assembled, again record their sincere and deep belief that legislation to remedy defects and to protect against unfairness and deceit in that part of commerce which relates to credits should not be sought except where individual efforts are unavailing and the situations to be remedied or improved are beyond the individual powers, recognizing unnecessary laws burden rather than benefit the commercial system and that it is an expensive mistake to try to substitute the powers of the state for what can be as effectively done through individual efforts.

The wise counsels that have guided the National Association of Credit Men in its department of legislation have been demonstrated by the character and limited number of laws that it has caused to be recommended and written for uniform enactment. Among these laws, that regulating the sale of merchandise and fixtures in bulk without notification to creditors has resulted in a great saving to credit grantors and the saving of character to debtors, and the officers and directors of the National Association of Credit Men express sincere congratulations to commercial grantors that this legal safeguard has been granted by all the states, the District of Columbia and Alaska; and also that there is a growing appreciation among the courts for the necessity of the law, as in all recent tests involving the constitutionality of Bulk Sales Acts they have by the highest courts been uniformly upheld.

The importance of the legislative department as a channel of

service and protection to members should be recognized by all local associations of credit men and to neglect no opportunity for the expression of this service the officers and directors of the National Association of Credit Men recommend that the commercial acts which the associations have been instrumental in passing, or that were obtained through other channels, should be kept prominently before their members, decisions affecting their constitutionality and application thoroughly analyzed, and every effort made for the safeguarding of the acts that have proved of protective value.

Upon the eve of an active legislative year, notwithstanding the pronounced tendency of legislatures under present conditions to consider war matters alone, it is a point of wisdom and service, in the opinion of the officers and directors of the National Association of Credit Men, for state committees to be organized where legislatures will convene in 1919, comprising well-qualified representatives of local associations and individual members in such states, and that the committees review the field carefully, arrange simple and well-ordered programs and be constantly on the alert to obtain the legislation that is needed, and to prevent the passage of bills that are inimical or would affect unfavorably the credit system.

Considering the act recommended by the legislative committee of the past year, that requiring co-partners to register whether or not they are operating an enterprise under a fictitious title, it seems to the officers and directors of the National Association of Credit Men that adhering to the well-determined policy of the Association for the seeking of necessary laws only, there are situations which this act could remedy that are beyond individual powers to remedy, and therefore place upon this act the stamp of their approval as one of the uniform acts of the Association and recommend its ultimate adoption in all the states.

The Association through its legislative department has been occupied almost entirely in past years with the passage or defeat of state measures, but the unusual conditions of the war period naturally direct the eyes of credit grantors to Congress where much may or may not be done for the stability and development of domestic and international credits; therefore the officers and directors of the National Association of Credit Men, in annual meeting assembled, believe most sincerely that the incoming legislative committee, aided by state committees and local associations, should observe carefully the Congressional program and exert its best powers for the passage of helpful measures and the defeat of those which it feels will exert hurtful influence. Yet only as they relate directly or have reference to commercial credits.

Uniformity of state laws is increasingly desirable in the judgment of the officers and directors of the National Association of Credit Men and they recommend sincerely that this subject be given careful consideration by the legislative committee and that cooperation be granted liberally to the "Commissioners on Uniform State Laws" and to all organized effort for bringing into uniformity important acts relating to credits.

COMMITTEE ON MERCANTILE AGENCIES SERVICE

The officers and directors of the National Association of Credit Men, in annual meeting assembled, recognize the important place of mercantile agency information in credit department work and that to increase the value and efficiency of this form of service imposes certain obligations on the users of the service as it does upon those who furnish the service. In the spirit of constructive cooperation which dominates the relations of the mercantile agencies and the National Association of Credit Men, certain principles are recommended to the agencies and to the subscribers which should tend to strengthen their reciprocal obligations and bring to this form of information the elements that may increase its value and helpfulness in the selection of credit risks.

1. The officers and superintendents of mercantile agencies should hold steadily in mind the character of information which they are best qualified to furnish and which will serve best the requirements of their subscribers.

2. The antecedents of an individual, co-partners or officers of corporations reported upon should be inquired into carefully by the agency investigators because this is a character of information that can best be furnished by the agencies and has an important bearing upon the future and the possibilities of the risk.

The age of an enterprise reported upon—whether or not it was the initial one of the party or parties under report, and if not the initial enterprise, what previous efforts of a mercantile or professional character had been made by them and how successful they were.

3. Present conditions accentuate the importance of certain information regarding the individual, co-partners or corporation officers reported upon—namely, the ages of the individuals, co-partners or officers of corporations, in order to determine whether or not they might be subject to conscription. If conscripted, whether or not they had been exempted and for what reasons; whether or not they are enemy aliens; classification as to business, and information of a similar character as regards the relations of the parties to war conditions and emergencies.

4. The financial abilities of the individual, co-partners or corporation is peculiarly within the powers and obligations of mercantile agencies to investigate, and to present in findings and conclusions that are simple, logical and accurate. Reporters for the agencies should be instructed to obtain financial statements unless the difficulties are insurmountable, and to take such statements from the records and inventories of the parties under investigation, and not merely to estimate them from an observation of the stock or other asset holdings as they come within the observation of the reporter, and the statement should include information of increasing importance, such as the keeping of books, the kind of books kept, insurance against certain

forms of statutory liabilities, the amount of annual sales, whether or not they borrow on their accounts receivable, overhead and other valuable items of information which enter into a proper and beneficial analysis of the statement.

5. The business reputation of the individual, co-partners or corporation officers and other features entering into the safety or danger of the credit risk also are important and possible parts of mercantile agency information which should be gathered carefully and not from casual hearsay, and be as near the facts as human powers permit.

6. Insurance against fire is important also in mercantile agency reporting and should be looked into with the greatest care and diligence.

7. The subscriber must recognize that other than paying the subscription price he has a part in the up-building of mercantile agency information and should not hesitate to meet this obligation by contributing freely and constructively to the compiling of accurate and safe reports.

8. Whenever a customer becomes unreasonably slow in his settlements, is vexatious in his practices, takes discount without justification or not in agreement with purchase terms, returns merchandise without warrant or permission, or indulges any kind of practice that affects the desirability and value of the account, a report of it should be made to the mercantile agency whose service the subscriber is using, and this should be done in the confidence that the information will be received and used by the agency impersonally, merely for the purpose of constructive reports that will help subscribers to determine wisely on the acceptance or the refusal of the credit risk.

9. Constructive criticism should always be made by subscribers to the officers or superintendents of mercantile agencies; mere captious criticism should be avoided through the exercise of this cooperative principle and in the belief that constructive criticism will be welcomed and utilized by the officers and superintendents of mercantile agencies to the end that mistakes may be eliminated, errors avoided and better service encouraged.

10. Sufficient has been set forth in these principles of cooperative and reciprocal obligations to engage the careful thought and study of the agencies and the users of their service; and, emphasizing the importance of mercantile agency information, nothing could be more desirable than to recommend and have brought into general adoption plans and ideas looking to the result that service may be of increasing value and play its complete part in the reduction of the bad debt waste.

The officers and directors of the National Association of Credit Men, in annual meeting assembled, regard with favor the conferences that have taken place in the National office between representatives of mercantile agencies and representatives of the National and local committees on mercantile agency service, typifying as they do the

constructive cooperation which has been so earnestly recommended in the reports of the committees to recent conventions through which can be accomplished the interchange of ideas and the offering and receiving of suggestions that will react to the mutual advantage of the mercantile agencies and the members of the National Association of Credit Men.

The recommendation that constructive criticism and suggestions for the improvement of the local service should be referred to the local superintendents of agencies by subscribers or local committees on mercantile agency service, and that constructive criticism and suggestions regarding the principles and nation-wide improvement of the service should be taken up with the officers of the agencies through the National office have been justified by experience; and the officers and directors of the National Association of Credit Men recommend the continuance of this idea and that there be built up in the cities where local Associations of Credit Men are located communication with the local superintendents of mercantile agencies and that there be held frequent conferences with them about the character of the local reporting service and any thoughts or suggestions for improvement that may have been made to the local committees and considered of sufficient importance to be taken up at such conferences.

COMMITTEE ON CREDIT COOPERATION

The officers and directors of the National Association of Credit Men, in annual meeting, appeal earnestly to the credit grantors of the nation for "cooperation" which has its best expression in the interchange of credit information and ledger experiences. The credit system of the nation, for which deep gratitude must be felt because it means so much to safety in credit granting, is founded on cooperation and nothing would more directly violate the integrity of the system, clog the channels of credit, affect its fluidity and increase credit losses than the reduction of interchange facilities as elemental in maintaining stability in credit granting.

Never was the occasion stronger than now for driving home to credit departments the living and indispensable elements of credit interchange. Though often repeated they are worth re-stating:

1. **ACCURACY**—The credit department must always, when inquiring of another department, be accurate in furnishing its credit experiences with the merchant inquired about and should inquiry arise as the result of a first order, must so advise with the amount of the order.

2. **CERTAINTY**—Sending inquiries broadcast not only wastes good material but may create an unfavorable impression regarding the buyer; therefore the credit department, when sending its inquiry, should have reason to know that the credit department inquired of has had experiences with or is in possession of some information about the buyer, and avoid the sending of inquiries on mere chance.

3. **RECIPROCITY**—The principle of reciprocity is the most important of all in credit information and ledger experi-

ence interchange and while objected to in some directions because of labor required, yet because the principle is fundamental for a robust credit system, the labor involved should not be objected to and unquestionably the credit department when asking information of another credit department should, with the inquiry, state accurately what its experiences have been, the condition of the account and just the kind of information that it is asking of others.

The standard inquiry form of the National Association of Credit Men has been designed especially to uphold and emphasize this principle and no better step could be taken by credit departments than to make it the rule to use this form.

4. CONFIDENCE—Information asked in confidence and furnished in confidence should be so treated and under no conditions disclosed to the subject of the inquiry or to other departments of the enterprise where there would be the least danger of leakage and an abuse of confidence.

5. RESPONSIBILITY—The making and answering of inquiries should be entrusted to responsible workers in credit departments—either the credit manager himself or qualified assistants. The entrusting of this feature to those not qualified to handle it depreciates it, a fact that must be fought against at all costs.

6. PROMPTNESS—Inquiries should be answered immediately or within the briefest possible period after receipt. This principle is important because delays may endanger the order or a proper treatment of the credit risk.

Having set forth what they believe to be the vital and necessary elements of cooperative interchange in credit work, the officers and directors of the National Association of Credit Men urge their adoption as the working basis of credit departments in information and ledger experience interchange, that they be given publicity in the printed matter and bulletins of the National and local associations; that there be discouraged any tendency among credit departments to imitate and give currency to their own form as if it were that issued by the Association, imprinting upon the substituted form the approval and endorsement of the National Association of Credit Men. Without being intended, the net result of substitution is misrepresentation, which breeds distrust, affects the abilities of the inquirer to obtain proper information and cause injustice to the National Association. In the final word, by adhering to the well-established and recognized principles and avoiding all misrepresentations and abuses of the interchange system, we shall make ourselves safe against disturbances and conserve the foundation of our credit system.

After careful thought, and recognizing the difficulties of working out a uniform and adaptable system, the officers and directors of the National Association of Credit Men regard with satisfaction the recommendations of the Committee on Credit Cooperation to the Chicago convention, when asking information of banks, and agree

with the committee that it were advisable at present to ask this information by letter simple and direct, and furnish the reciprocal information that will compensate the bank for its courtesy and service.

COOPERATION must be the watchword and the guiding principle of credit managers. Any other attitude or tendency affects not only their abilities to make sound credits but to serve the nation in preventing unnecessary waste; therefore the officers and directors of the National Association of Credit Men send their greetings to the credit managers of the country with this appeal for cordial cooperation for the building up of a true credit system, realizing that what under normal conditions would be of great importance, under war conditions is the most essential principle to control in all credit work.

BANKRUPTCY LAW COMMITTEE

The report of the Bankruptcy Law Committee through its able chairman, P. E. Parrott, of St. Joseph, to the Chicago convention represented such careful and unprejudiced inquiries into this important subject and offered such lucid and convincing convictions that it seems superfluous for the officers and directors of the National Association of Credit Men, in annual meeting, to supplement it or to say more than that the development and stability of commercial credits require a bankruptcy law of nation-wide and uniform application as to equality of protection; that the present law has served useful purposes and demands for its repeal are not representative of the opinions generally of commercial credit grantors.

It is a pleasure to the officers and directors of the National Association of Credit Men, in annual meeting assembled, to recognize the splendid backing given by the Attorney-General of the United States and his assistants in the Department of Justice to an effective and faithful administration of the bankruptcy law at the hands of referees in bankruptcy so far as within their power lies, and because of this interest and the activities of the National Association of Credit Men there appears to prevail, at present, a stronger appreciation by Referees in Bankruptcy of their obligations to the commercial public and the benefits under the law that may be conserved as it is construed and applied in their courts.

The educational campaign conducted during the past few years by committees on the bankruptcy law, in conjunction with the National office, has been productive of excellent results in that it has brought to the attention of the younger credit men, who had no personal knowledge of conditions under state insolvency acts, what would happen were credit subjected to the interpretation of state laws without equality or uniformity of application. The campaign also brought out that much criticism directed against the law was chargeable to its administration and not the provisions of the law itself. In the sincere judgment of the board there now exists a better appreciation of the law's benefits and how necessary it is to commercial credits that there be a uniform insolvency system for the entire nation. A continuation of this program is earnestly recommended to the incoming committee and to the National office.

It were fitting to receive with gratitude and appreciation the growing interest with the United States Federal Judges in an effective and faithful application of the act and the relations of the law to the credit system of the nation—therefore the officers and directors of the Association find pleasure in recognizing these forms of assistance which promise so much in the future for increased benefits in insolvency cases of unquestioned honesty and the proper treatment of dishonest bankrupts.

In view of the tremendous obligations imposed upon Congress in carrying forward the war-winning program, the officers and directors of the National Association recommend to the incoming Bankruptcy Law Committee the advisability of seeking no amendments to the act until the time is opportune and the judiciary committees of the House and Senate have sufficient time to consider its recommendations and provide for the needed amendments.

The conference held in Chicago during the past winter under the auspices of the Bankruptcy Law Committee was so interesting and advantageous that the officers and directors of the Association suggest to the incoming committee the desirability of holding a similar conference during the current year, for in such meetings many questions can be handled intelligently, many misapprehensions corrected, and a meeting of minds largely secured upon the responsibilities of creditors, debtors and bankruptcy courts, and needed amendments.

COMMITTEE ON CREDIT DEPARTMENT METHODS

Helping the retail merchant to help himself continues as a direct responsibility of commercial credit managers not to be avoided and in the sincere judgment of the officers and directors of the National Association of Credit Men this responsibility should be embraced throughout all the units of the organization, as they may be encouraged and assisted by the Committee on Credit Department Methods. Ways and means should be devised and promoted for helping retail merchants to understand the principles of accountancy, the calculation of costs and the elementary rules of business, so that they may be qualified to conduct their enterprises with success for failure brings an economic waste and also brings to the honestly disposed enterpriser a shock and discouragement from which many never recover.

In line with the obligation so clearly set out in the preceding paragraph and one of the available media for helping the retail merchant to help himself, the officers and directors of the Association recommend the holding of conferences where the retail merchants of a community can be gathered together to talk over their own problems, to ascertain how successful merchandising is accomplished, to sharpen their ideas, and through simple and informal programs encouraged to become better merchants.

Each local credit men's association is urged to organize on careful systematic lines a credit methods department which under the supervision and direction of a skilful committee will take the initiative or assist in arranging community conferences of retail merchants, hold itself open for any form of reasonable service to retail

merchants in the solution of their problems, and with the cooperation and consent of the local association provide for at least one meeting a year for a consideration of the subject to which shall be invited the retail merchants within the association district.

The holding of courses in certain of the universities for the education of the retail merchant in successful merchandising is sincerely commended by the officers and directors of the Association who hope that such plans may become permanent with the universities that started the experiment and may be adopted in other states so that there may be diverted into this service the best pedagogical skill and instruction.

Each credit manager should recognize his distinctive place in the scheme of building successful retail merchants and therefore the directors of the Association urge that the friendliest relations be cultivated between the credit manager and his customers and that advice and guidance be given whenever the credit manager recognizes that a customer is not conforming with sound principles, yet with a little earnest help, advice and encouragement may be led to recognize mistakes and to change his methods.

Again the importance of adhering closely to cash discount terms is emphasized by the directors of the Association in annual meeting assembled. The cash discount as a premium for payment within a specified period will lose this aspect should it be demanded or allowed after the expiration of the purchase terms, and good order and morality in credit transactions cannot be conserved unless this principle is recognized and the buyers and sellers of merchandise on cash discount terms adhere strictly to the original agreement and neither ask nor give the premium when it is not earned.

The directors of the Association point again to the dangers of the non-notification assigning and transferring of accounts receivable for borrowing purposes without some form of record or notice, similar to that required for a chattel which cannot be sustained, usually without some public record of the mortgage or agreement. Likewise it should not be possible to subject an account receivable to a lien without some form of public notice or record.

COMMITTEE ON CREDIT EDUCATION AND MANAGEMENT

The necessity of preparation for the tasks, opportunities and responsibilities of the credit manager is becoming more and more clearly recognized, for beyond dispute the unsafe and unprofitable credit risk may be charged in as great a proportion to inexperience and unpreparedness on the part of the credit manager as to the lack of discerning skill and character on the part of the debtor, and no form of education within recent years offers so promising a field as in credit management; therefore the officers and directors of the Association regard with great favor the credit education and management department of the Association as its activities have been displayed so prominently for the encouragement of classes and students in the science of credit granting.

Appreciation must again be expressed to the education departments of Young Men's Christian Associations in the various cities that have helped so substantially in the development of facilities for

credit education, and the directors of the National Association of Credit Men are pleased to give this expression of appreciation speaking for the entire organization.

The report of the Committee on Credit Education and Management to the Chicago convention was one of special significance, deserving of the careful study of the local associations and the entire membership individually, and in line with one of the chief recommendations of this report and confirming the complete and unanimous endorsement of the last meeting of the directors of the Association, the present directors in annual meeting regard with approval the organization of the National Institute of Credit to comprise assistants in credit departments affiliated with the National body, those who may be interested in credit education and who are entitled to the opportunities and privileges of this department, and recommend that the local associations cooperate in this movement by organizing local units of the Institute, supervising their activities and helping to carry out the ideas and purposes of the department.

The directors of the Association note with gratification what many of the universities and colleges of recognized standing throughout the nation are doing for the program of credit education. They express the hope that this tendency will expand until all of the universities and colleges of recognized standing are offering facilities for well-organized instruction in modern commerce and credits. The idea embodied within the plan of the National Institute of Credit as interpreted by the advisory committee of commercial educators cooperating with the Committee on Credit Education and Management, of arranging a course of studies that would give to a student a comprehensive knowledge of commercial subjects and equipment for the credit desk opened to universities and colleges of recognized standing, and of presenting a certificate of graduation from the National Institute of Credit when a student of all such courses qualifies according to a reasonable and proper standard of graduation, is also approved by the directors of the Association, and the promotion of the idea is most sincerely recommended.

Greetings are sent by the officers and directors of the National Association of Credit Men to the chairman and the vice-chairmen of the Committee on Credit Education and Management and the members of its advisory committee, expressing their great pleasure in what the committee is planning to accomplish, and tendering every encouragement and support possible.

While the present income and budget of the National Association does not permit the installing of an educational director in the National office in conformity with the report of the Committee on Credit Education and Management to the Chicago convention and unanimously approved by the convention, yet realizing that certain elementary plans looking toward the eventual installing of such an assistant should be undertaken during the present year, the directors of the Association favor an appropriation within the powers of the Association for this elementary work, which appropriation they are confident, will be economically and wisely used by the chairman and advisory members of the committee.

BANKING AND CURRENCY COMMITTEE

Work well done is constantly the subject of congratulation, and while at conventions of the National Association of Credit Men, and at annual meetings of its Board of Directors the Federal Reserve Act has been given unstinted praise, yet it seems desirable and proper that the directors of the Association, in present annual meeting, should congratulate the nation on the possession of a banking and currency system of the highest order. Recalling the patient endurance of half a century with its periodic financial disturbances and disorders, it would seem almost providential that the Federal Reserve Act was adopted even in the face of opposition when the nation was about to enter upon its greatest task.

The genius of the Federal Reserve Act is expressed in the terms of its provisions to release commercial and agricultural credits for the foundation of a flexible currency and the support of an increasing commerce and the needs of the nation in every emergency. These provisions rest upon the form in which a credit is expressed, and only when there is a written and definite recognition of the credit obligation can the release be accomplished; therefore in the sincere opinion of the officers and directors of the National Association of Credit Men, the genius of the act, with the expression of its best powers tends to place the commercial credits of the nation on an acceptance basis.

The Trade Acceptance is unquestionably the most adaptable and flexible credit instrument for the acknowledgment of obligations arising from the sale and purchase of merchandise, giving to each transaction a definiteness and character which cannot be accomplished when there is no written recognition of the obligation, tending to bring merchandise transactions into better order, to reduce the losses and vexatious costs which attend the implied promise of payment; therefore the directors of the Association view with favor and sincere approval the endorsement given at former meetings to the Trade Acceptance believing that this form of credit instrument possesses all those features which are desirable and mutually just and useful in credit transactions.

While recognizing that certain opposition controls at present the Trade Acceptance and that no good thing has ever come to the nation in any of its departments except through the travail of opposition, and desiring that the development of the Trade Acceptance as the nation's chief instrument in merchandise transactions shall be through a clear understanding, the directors of the Association oppose any program looking to the development of the Trade Acceptance that is not strictly educative, to particularize—no foundation can be discovered for the fear that the Trade Acceptance is antagonistic to the cash discount, for sales terms are not changed by use of the acceptance, but it is merely an acknowledgment of the obligation. Again there is not the slightest antagonism against the rights and interests of the buyers of merchandise, but to the contrary, the benefits of the use of the acceptance will redound alike to the interests of both.

Just as the Constitution of the United States grew to greater significance through its interpretation by the judges on the Supreme

Bench, so largely, in a similar manner, the Federal Reserve Act has been given greater vitality and application through the manner of its interpretation and again, therefore the directors of the Association congratulate the nation and the administrators of the act, the Federal Reserve Board, and the officers of the Federal Reserve Banks, for the wise, patriotic and fearless manner in which they have performed their duties and have placed individual intelligence and honesty of action above mere political desire.

The retirement of Paul M. Warburg from the Federal Reserve Board is a distinct loss to the nation, and it is with sincere pleasure that the directors of the Association recognize his great skill in finance, the staunchness of his character, his patriotic devotion and the qualities which have made him a splendid interpreter of the Federal Reserve Act, a public servant in fact, of whom the entire nation can be proud.

It is gratifying to the directors of the Association to note the number of state banks now that have entered the Federal Reserve System during the past twelve months, and it is their sincere hope that the movement will grow and that all banking institutions operating under state charters and without legal disabilities should become units of the national system, thus coordinating the financial powers of the nation and increasing its commercial as well as its defensive abilities.

The directors of the Association regard with approval and sincere appreciation the splendid work accomplished by the American Trade Acceptance Council, with which council the Association, through appointed representatives, has cordially cooperated. Especially are thanks due the chairman, Lewis E. Pierson, of the Irving National Bank of New York, for his unselfish work; and considering what has been accomplished in the past for the promotion of the Trade Acceptance and a wider understanding of its principles, the hope is expressed that the functions of the council may broaden and that it may receive the earnest and complete support of all credit grantors interested in the credit instrument that tends to the better welfare and stability of credit transactions.

COMMITTEE ON FIRE INSURANCE AND PREVENTION

The fire waste for the last calendar year, while attributable in some measure to conspiracies growing out of the fact of our declarations of war against the Central Empires, yet too largely resulted from the lack of preventive and precautionary measures that have made the average fire waste of the nation one of its serious, economic wastes. The officers and directors of the Association urged the adoption of methods that will drive home the conviction that much of the first waste is unnecessary and may be prevented by the exercise of reasonable precautionary measures, and that there should rest upon the conscience of the commercial public the obligation to attack the situation and dedicate its best endeavors to a reduction of this waste.

The department of fire insurance and prevention of the Association must be recognized as one of economic importance, with a direct relation to the stability and soundness of credits, and the

directors of the Association appreciate most heartily what the department is endeavoring to accomplish for the reduction of fire waste and its cooperative attitude toward organizations of fire underwriters such as the National Fire Protection Association and all organized movements of reputation looking toward a broadening appreciation of the fire waste and the need of bringing it within bounds.

That so many of the smaller merchants throughout the country are without insurance against fire loss for the reason that they are unable to obtain insurance or are indifferent to its value and protection, makes important, in the opinion of the board, a strong campaign of education conducted under the direction of the committee and executed with the complete cooperation of the local associations.

Supplementary to the foregoing minute, the directors of the Association recommend earnestly that at least one business meeting of each local association this year be devoted to the subject of fire insurance and prevention.

The best efforts of the organization for an adequate treatment of this economic problem, with its direct relations to the credit system, are assured by the directors of the Association, and their pledge is freely and sincerely given to coordinate the powers of the Association with all other proper forces concerned in the same problem, with the concurrent obligation of doing its utmost to establish soundness among the companies and organizations underwriting the fire risks of the nation, whose resources must not be unnecessarily dissipated.

The operation of fire marshal laws in the states where there is such a provision has been under careful observation, and in the sincere judgment of the board, the reduction of the fire waste and the prevention and punishment of arson may be accomplished in a very large degree through the faithful and skilful execution of the law by such officer. Recording with satisfaction what has been accomplished in some states by fire marshals it is believed that progress would be speeded for a reduction of fire waste and the suppression of arson were all the states to install a fire marshal clothed with adequate and reasonable powers.

COMMITTEE ON COMMERCIAL ETHICS

With the lesson of the present tragedy in world affairs before us and recognizing that autocratic power, typified in the ambition to win a superior place by physical force, must pay the ultimate price in defeat, so in a more limited sphere when an individual or group of individuals endeavors to attain and hold a superior position by forcible means, he or it must be brought to reverence the righteous principles that should dominate the relations of men with one another, especially in the commercial field. The directors of the Association in annual meeting realize that the Association has wrought better than it anticipated in reproofing through Canons of Commercial Ethics unfair practices in credits and in setting before its members and the commercial world generally that there is a greater profit in living right than making money at the expense of honor and justice.

Ten Canons of Commercial Ethics, that will, we believe, bear a critical test, have been prepared. They should be read and re-read by the credit man. That they will bring an inspiration in his relation to his own house and other men is the sincere opinion of the directors of the Association.

It is recommended by the directors of the Association that the ten Canons of Commercial Ethics should be presented frequently in local and National Association publications, and thus made familiar to the entire membership.

It is with pleasure that the directors of the Association give their stamp of approval to the ethics department of the Association, and their best greetings to the incoming committee, with the confidence that it will give further impress to the ethical canons of the Association.

COMMITTEE ON ADJUSTMENT BUREAUS

Marshaling and converting the assets of an insolvent estate with a minimum of shrinkage and with complete protection to the interests of all concerned, is a form of administrative service falling directly within the powers of creditors, especially when there is no question of the insolvent's honesty. With the recognition that such administration, known technically as the "Friendly Adjustment," should be the natural and first considered action of creditors when insolvencies occur, the directors of the Association express as their conviction the wisdom and economy of the "Friendly Adjustment" and the sincere hope that it may become the general and controlling plan when the honesty of the insolvent is not involved.

The friendly adjustment has proved through the administration of insolvent estates a method of eliminating unnecessary costs and of giving larger distribution than is usual to creditors with equal protection and regard to debtors. Such adjustments must be carried through by properly appointed committees of creditors or qualified representatives of creditors. It is to be said that the department of the local associations, known as the Adjustment Bureau, has displayed unusual skill in the perfection of the friendly adjustment plans, and the directors of the Association regard this department with sincere favor, and urge the members of the Association to cooperate freely and cordially within the field of its operations and seek the assistance of local adjustment bureaus for friendly administrations of insolvent estates, the observation and control of bankruptcy administrations and other form of service which the bureaus are designed to give.

Upon the careful control and supervision of local committees, the extension of the friendly adjustment plan, together with the support of the organization and the economic and expeditious administration of insolvent estates will largely depend. With an appeal for general support and cooperation the officers and directors of the Association place upon all local associations operating Adjustment Bureaus the obligation of seeing to it that the bureaus have the best possible management; are operated with the best available skill; are careful in all of their methods; are absolutely honest in all features of administration and comply with the general

rules of the National Board for the organization and control of the Adjustment Department.

The officers and directors of the Association note with appreciation the number of Adjustment Bureaus that have signified to the National office the fact that they conform with the general rules of the board; express the hope that all Adjustment Bureaus operated by local associations may eventually be brought into conformity with these rules, and that there will exist between the bureaus, the committee of the National Association and the National office the very closest relationship, to the end that the powers and service of the bureaus may grow in public recognition and that they will always be thought of by members of the Association when insolvencies occur or service is needed which fall within their legitimate field of activities.

This subject would not be disposed of at an annual meeting until emphasis were placed upon the value of the Adjustment Bureaus in analyzing the affairs of an involved debtor to discover whether or not the exercise of patience, the addition of capital, or some other form of assistance would not tide over his difficulties and convert a failing merchant into a solvent and successful one, and believing that insolvencies are frequently preventable and that successful work in analyzing the condition and possibilities of involved estates is one of the chief functions of the Adjustment Bureau, the directors of the Association recommend to local associations operating bureaus and to local committees of supervision the value of the preventive plan in the treatment of involved estates when there is a reasonable hope that its application will save an insolvency.

The directors of the Association send their sincere greetings to the managers of Adjustment Bureaus, pointing out the importance of their work, the high value of their skill, and conscientious attention and emphasize the point that in proportion to the skill and honesty of the management there will be a rising appreciation of the Adjustment Bureau, and its legitimate and beneficial service to credit grantors.

COMMITTEE ON CREDIT INTERCHANGE BUREAUS

The interchanging of ledger experiences has played a distinct and important part in the building up of facilities for safe credit granting. Nothing must be permitted to interrupt the exchange of experiences between credit departments on a properly guarded and reciprocal basis. It has been shown in well-defined and carefully planned experiments that this interchange may be conducted through the medium of a department organized, supervised and controlled by credit men themselves; therefore, the directors of the Association regard with approval the Credit Interchange Bureaus operated as departments of local associations of credit men and believe confidently that these bureaus have filled an important place, have conserved principles of safe interchange, have been economic and are worthy of expansion along sound lines and should receive the support and cooperation of credit departments embraced within the entire membership of the National organization.

The directors of the Association note with pleasure the number of credit interchange bureaus which are operating in conformity with the general rules adopted at a previous meeting of the Board and according to the amendments to the constitution and by-laws of the National Association adopted at the Kansas City convention, and it is their sincere hope that all the bureaus organized and operated by local associations may be able to bring their operating plans into strict accord with these general rules. To the extent that conformity exists will confidence increase and the system be brought to the highest standards of efficient service.

The success of a credit interchange bureau is in direct proportion to the skill of its management, the carefulness of its supervision, the honesty of its operation and the support it is giving to the entire system; therefore the directors of the Association recommend earnestly that the managers should be exceedingly careful in the conduct of the bureau's affairs, prudent and cooperative; and that the local associations through properly appointed committees keep the bureaus under close observation, require from their managers at least monthly reports, observe the benefits of the bureaus' mechanism and contribute within their very best powers to the strengthening of the interchange system by the efficiency with which the bureaus are operated.

The foundation principle of the credit interchange bureau department is service, not profit, but skill in management, carefulness in details and the general proficiency of the bureau requires the charging of a price for service that will permit these features to dominate the bureau's work; therefore the officers and directors of the Association recommend most earnestly that the bureaus charge a price for their service that will allow the proper skill of management and operation, and that members of the Association using the bureaus should be willing to pay a reasonable price for the service. In doing so there will be a greater return in the information assembled and distributed by the bureau than were it hampered by the lack of adequate income.

The credit interchange bureau has displayed in many directions its value and protective service to credit departments. It has passed the experimental stage, and the directors of the Association urge local associations having a sufficiently large membership to organize and operate a credit interchange bureau, or that several associations group themselves together in a joint interchange when for geographical or numerical reasons such a plan is preferable to the separate and individual bureau.

Recognizing that some of the credit interchange bureaus because of objections filed by their subscribers are unwilling to interchange with other bureaus, it would seem proper for the directors of the Association to advocate strongly that the bureaus, as they are organized and operated by local associations, should interchange with one another in forms and manner that would be mutually just, for there is not the slightest danger that the information communicated from one bureau to another would be detrimental to the interests of subscribers, but, to the contrary, this interchange should reduce the bad-debt waste by allowing a proper knowledge of the merchant's

buying and paying practices through clearances over a wider field of operations.

COMMITTEE ON MEMBERSHIP

The excellent increase in membership recorded at the close of each year by the National Association of Credit Men does not, in the judgment of its officers and directors, represent merely an organized and well-conducted effort for new members, but an appreciation that holds generally with the commercial grantors of the nation that the organization is performing a useful function, is effective in its methods and deserves the respect and support of the business and credit men who value high standards and have the foresight to anticipate what is necessary in building well for the future in the construction and preservation of an adaptable, stable and adequate credit system.

The Chicago convention of the National Association of Credit Men expressed in fitting and well-deserved terms its appreciation of the wonderful work accomplished by the Membership Committee of last year under the leadership of R. J. Kane of Chicago, and it is a great pleasure for its officers and directors in annual meeting to have a part in this expression and to thank sincerely the committee of last year for placing the total membership of the Association beyond their highest expectations at the inception of the year.

The plan of conducting the membership department inaugurated by the committee when under the leadership of F. B. Atwood of Minneapolis has demonstrated such powers for arousing reasonable emulation and effort with and among the local associations of credit men that appreciation, in the opinion of the directors, must be given to this system and credit given for the splendid increases of the past three years. They recommend to the present committee a continuation of this system, and any elaborations that its chairman and vice-chairmen may consider are a natural evolution of the plan.

The importance of high character of the membership should not be lost sight of in the enthusiasm of the campaign for new members and it is the sincere opinion of the directors of the Association that grantors of commercial credits are in best position to obtain results from the organization, and all plans and programs of the local campaigns should have this in view and concentrate efforts upon this portion of the business public.

At the present stage of the Association's membership a thoroughly organized and conducted an effort should be made for the withdrawal of resignations and to gain the allegiance of those who may be wavering in their membership as is made for obtaining new members, and the directors of the Association recommend earnestly that this thought should be kept constantly in mind by the committee in its program and by the local committees, so that the organization as a whole may be strengthened by adding desirable prospects and holding its membership intact so far as human efforts may allow.

The policy inaugurated several years ago of concentrating effort for the increase of memberships in local association cities

through the cooperation of the field representatives of the National Association, and enlarging the districts of local associations when there are convenient means of access from the cities through all parts of the districts, has shown interesting results and it is the sincere opinion of the Association's officers and directors that this policy should be maintained and that every reasonable effort and opportunity be developed and encouraged for the strengthening of the local associations rather than building up the individual membership list of the National Association.

Greetings are sent to the newly appointed chairman of the Membership Committee, F. M. Couch, of Los Angeles, by the directors of the Association, who recognize his splendid work for this local association and feel that under his leadership the membership of the National Association of Credit Men on June 1, 1919 will be at least 27,500. A nearer and easier goal would not measure the powers of the chairman, his associate vice-chairmen and the organization as a whole.

COMMITTEE ON BUSINESS MEETINGS

The meeting together of credit men in a companionable way for the consideration of live and instructive subjects serves two important purposes—the development of cooperation through personal acquaintanceship; this human element is better encouraged through personal than impersonal influences; the building up of skill through practical and useful knowledge.

Recognizing these as almost axiomatic, the directors of the Association view with sincere favor the department of business meetings and recommend earnestly to local associations of credit men the desirability of giving careful attention to the holding of interesting meetings.

Recognizing the business meetings arranged and held by local associations to have been generally of a high and useful character, yet that improvements and progress are possible; therefore the directors of the Association urge the organization of local committees, qualified and active, to concentrate efforts for the holding of inspiring and instructive meetings at reasonable intervals in association cities, and to devise plans that will attract for them large and representative attendance.

The chairman of the Committee on Business Meetings, assisted by his vice-chairmen, is requested by the directors to maintain during the year a close observation of meetings in local association cities, to remedy defects and weaknesses, and to be prepared whenever called upon to advise with and assist local committees.

Entertainment is the minor feature and instruction the major feature of business meetings, together with the fellowship which should always be their striking note, and as a help to local committees in formulating programs, the directors of the Association urge the chairman of the committee to compile subjects of interest and value, recommend them at brief intervals to local committees and local officers, and a list of speakers, instructive and also entertaining, who may be available for local meetings.

COMMITTEE ON BUSINESS LITERATURE

The importance of sound publicity in a campaign for high moral standards in credit work and the arousing of men to a recognition of the principles which enter into the making of a comprehensive, stable and flexible credit system cannot be overestimated, in the sincere opinion of the directors of the Association. Not alone have the activities of the Association in this field been productive of good results, but there is every need and encouragement to persevere and maintain the publicity of the organization at the very highest point of educational and moral value.

The Bulletin, as the chief organ of the Association, has demonstrated its worth to credit departments and while appreciating what has been accomplished with this organ in the past by its editor, Assistant Secretary Orr, yet, in the judgment of the directors of the Association, there should be a continuing effort to improve the Bulletin in material and appearance, increasing its value if possible to credit departments, and because of unusual conditions in the material and labor fields that will make many problems for the editor and his department, provision must be made in the budget of the year for an increase in the cost of its publication and distribution; and especially, it is important that the Bulletin should appear earlier in the month of its issue than it has appeared customarily in previous years.

The general or monthly letter over the signature of the Secretary-Treasurer has performed an excellent service by communicating quickly important news items, precautionary statements and information about credits to the credit managers, and the continuation of this letter, monthly, at the very highest standard of value and interest, is sincerely recommended by the board.

The increasing number of local associations issuing local Bulletins is noted with deep interest by the directors of the Association and the recommendation is earnestly made that all local associations sufficiently large and with sufficient income to sustain it, should issue a bulletin at least monthly for the direct purpose of concentrating attention upon the activities of the local association, and incidentally, the activities of the National Association.

It was noted by the directors of the Association that during the past year various items of importance and interest covering the work of the organization received wide publicity through the assistance of skilled newspaper writers, and believing that this feature advanced the influence of the organization when promoting certain desirable projects and justified the expense incurred, therefore the secretary-treasurer is empowered to continue this plan within reasonable limits as the unexpended portion of income may permit.

Attention should be directed by the publicity department of the National office to the preparation and distribution of cards, leaflets and pamphlets relating to credit subjects conveying live and important messages and conforming with the plan of winning the business public to an appreciation of certain desirable and necessary practices and rules in the asking and giving of credit. It is an urgent recommendation of the National Association of Credit Men that

every effort should be made for the extension of this form of effort.

While it would be pleasant to mention by name the various newspapers and journals that have manifested so deep and sincere an interest in the work and activities of the National Association of Credit Men giving publicity to its items of interest, yet space will not permit more than a general expression of appreciation from the directors of the Association to these newspapers and journals and to their representatives who have aided the organization's program and increased its powers through careful publicity.

INVESTIGATION AND PROSECUTION COMMITTEE

No form of commercial waste is so reprehensible in its moral effects as that occasioned by fraud and deception and to the same extent that hygienic rules apply for the preservation of human life against the pollution of contaminating and deadly germs, so must commercial credits be defended against similar pollution by the exercising of the rules of action which shall have for their effect the suppression and punishment of commercial fraud.

The stability and soundness of the credit system must not be violated by practices that are criminal and wasteful, and the directors of the Association regard as one of the great services given to the commerce of the nation through the Association's efforts its determination through a well-organized and virile department to ferret out commercial offenders and in the name of justice require of them a reckoning for conspiracies and crimes against the credit system and the confidence of creditors.

With the Investigation and Prosecution Department operated in the National office under the care of a qualified assistant, C. L. Williamson, the supervision of a very conscientious and skilful chairman, Freas Brown Snyder, of Philadelphia, and an investigator of keen instinct and rare powers to discover and bring to justice commercial offenders, C. D. West, the Association has built up a form of service and protection which, in the opinion of the directors, should have unstinted support of the membership, the very fairest treatment and every encouragement that would increase the virility of the department and make it the greatest power in the nation to suppress and punish commercial fraud.

Recognition must be given to the number of extraordinary cases undertaken and prosecuted successfully by this department, and with the seal of its complete approval and a stronger belief in its powers and increasing abilities, the directors of the Association urge all local associations to cooperate with the department, use its machinery and its skill for the investigation of suspicious cases and give to it the financial support which it will need in larger measure as increased service is required and it becomes necessary to add other investigators in order that the entire field may be covered adequately and skilfully.

The directors of the Association convey their sincere thanks to the Department of Justice and its representatives, the United States attorneys and the inspectors of the Postal Department for the cordial and sincere manner in which they have given assistance

to this department, manifesting apparently a keen desire to exert the powers of the government to suppress and punish fraud and to preserve the integrity of the nation's credits.

COMMITTEE ON FOREIGN CREDITS

The United States will unquestionably occupy a more prominent position in international commerce at the close of the war. Because of its wonderful contribution to the defense of human liberties and its sudden shift from a debtor to a creditor nation, new means and fields of distribution will open; concurrent with this position will come an increasing demand upon our credit facilities in preparation for which prudence and wisdom suggest that organized effort should be made for the upbuilding of a foreign credit system. To this worthy project the directors of the National Association of Credit Men dedicate the very best powers of the organization.

Reviewing the gradual evolution through more than two decades of our domestic credit system and recognizing that its foundation were cooperation and education, in like manner these principles, if carefully and persistently applied, will serve as the foundation of a foreign credit system; and every facility developed and encouraged for bringing together the credit departments of exporting houses or those departments contemplating an entrance into the foreign field for the interchanging of ideas and an intelligent grasp of credit conditions in foreign commerce is, in the opinion of the officers and directors of the National Association of Credit Men, a desirable project that should be cultivated and enlarged upon as facilities permit, and encouraged by the direct efforts of the Special Committee on Foreign Credits.

In all of the large commercial markets of the country where there are exporting houses that may play a part in our international development, forums of credit managers should be arranged at brief intervals, conducted in an informal manner under the direction of a local committee on foreign credits, with the interest and support of the local association of credit men. Such a plan, if generally adopted and wisely operated, should, in the judgment of the board, prove helpful in the building up of cooperation between foreign credit grantors, and establishing the principles and elements of a foreign credit system.

A cordial relationship should be encouraged with the Department of Domestic and Foreign Commerce so that the facilities of the government in obtaining and disseminating information of usefulness and protection to foreign credit grantors may be developed as a worthy government object, that the consuls and commercial agents throughout the world should be brought to appreciate the importance of information that will aid in a careful and a safe selection of credit risks, and it is the recommendation of the directors of the Association that the Committee of the National Association and local committees on foreign credits should establish this relationship and encourage the departments of the government directly concerned with international commerce to give the aid that

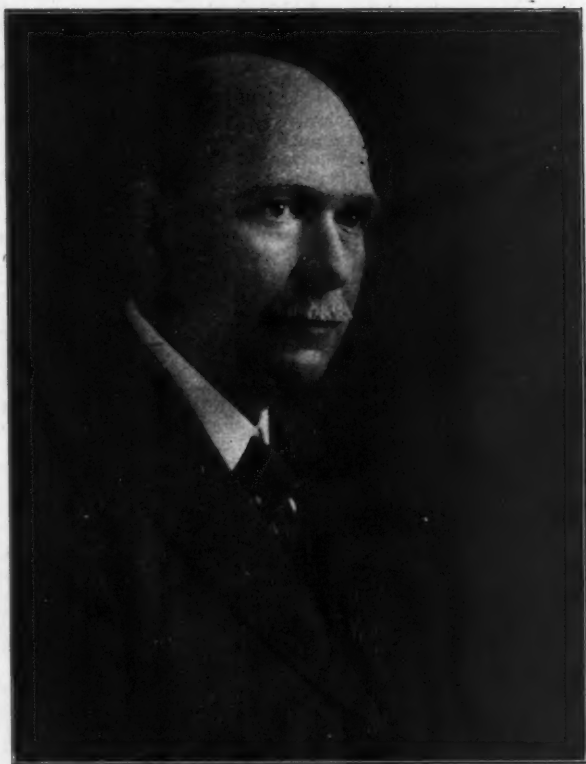
will help credit departments of exporting houses to select their risks wisely and avoid unnecessary losses.

COMMITTEE ON THE AMENDMENT OF EXEMPTION LAWS

The fact that some of the states by constitution or statute grant to classes of their male citizens allowances from real and personal properties in the event of insolvency beyond what may be necessary actually to protect their families against want, is so hostile to the spirit of our commercial progress and the fairness of our commercial enterprise, that the officers and directors of the Association deplore exceedingly the presence in our commercial economy of a form of protection that, in the final word, encourages deception and the violation of business integrity.

The fact that exemptions of personal and real properties are provided for in so many of the states by constitution and not by statute, has proved an almost insurmountable difficulty for our committees in their efforts to amend exemptions laws and bring about desirable and really necessary improvements. The citizens of such states individually are not concerned at all with the credit system except as buyers, yet, in spite of these difficulties the directors of the Association urge strongly that this department be given every possible prominence in the program of the year, that the committee conduct its observations and offer its recommendations with perfect fearlessness, that local associations of credit men in states where improvements ought to be made should take a direct interest in this department by well-organized efforts and committees, that there be spread abroad through direct correspondence, bulletins and publications of the National and Local Associations information that will arouse public opinion and lead the citizenship of these states to recognize that there is, after all, no real protection in these allowances, for they must be taken into account when credits are extended and the burden of them falls ultimately upon the individuals more than upon the enterprises in the commercial field.

The program of last year's committee under the chairmanship of Vernor Hall of Dallas, which embraced the assembling of data covering exemption allowances, the method of their application, their unfairness generally to creditors, and in what form and manner they should be improved within the states where unusual exemptions are allowed, must be commended as contributing materially to that information which may be utilized and applied to the program of the incoming committee, for after all, this is an educational movement requiring conviction with creditor as well as debtor. For his work, so well performed, the directors of the Association extend their cordial thanks to Mr. Hall and his able vice-chairmen.



F. M. COUCH
Los Angeles, Cal.

Chairman of the Membership Committee of the National Association
of Credit Men

Mr. Couch is planning an organization and methods which will give an association, by June, 1919, of 27,500 members. It is an ambitious program, but Mr. Couch has the qualities to put it through. He wants every member to share the responsibility he has assumed and then be able to share in the satisfaction of having carried through a splendid national program.

ASSOCIATION NOTES

Chicago

The September meeting of the Chicago association was the first over which the new president, W. E. Shoemaker, presided. He was introduced by H. H. Merrick, retiring president, who reviewed briefly but comprehensively the association's work of the past year. Mr. Shoemaker, who for many years had given his best thought to the development of the association, in his introductory remarks told of the work of the various committees. These committees, he said, linked together with the board

of directors, comprise a large number of members and are doing the real work of the association. There were, a few years ago, said Mr. Shoemaker, twenty committees but now fifty-four.

R. E. Belcher, as chairman of the new subdivisinal plan of the association, told how the membership had been split into thirty-three groups according to the line of business pursued, the result being, virtually thirty-three small associations within the larger one, with directors for each subdivision. For instance, of the forty-four boot and shoe houses of Chicago, forty-two are members and are in the boot and shoe division, so that the members thereof know what is going on and what is the best credit thought among men in their line, a matter of no small importance as we approach the adjustment period of 1919.

Following strictly association matters, L. Wilbur Messer, general secretary of the Y. M. C. A. in Chicago, spoke on "The Red Triangle in War Service."

Cincinnati

At the last meeting of the Cincinnati association the principal speakers were R. H. Grant, general manager of the Domestic Engineering Co. of Dayton, one of the live wires in the manufacturing world, C. L. Harrison, district chief, Ordnance Department, U. S. Army, E. C. Gibbs, chief of the Resources and Conversions Section of the War Industries Board, and Geo. S. Haydock, production manager of the Ordnance Department. The last three presented briefly the present and future requirements of the government from the standpoint of production, a matter in which the members were deeply interested.

Cleveland

The Cleveland Institute of Credit as a branch of the National Institute of Credit was started at the Cleveland Y. M. C. A., October 3rd, under the auspices of the Credit Education and Management Committee of the Cleveland Association of Credit Men. The chairman of the committee is W. S. Campbell with whom is associated A. J. Gahr, a member of the advisory committee on credit education of the National Association and one of the founders of the National Institute of Credit. The first and second year courses will be given this winter and the third year course next winter. The first year will be devoted to credit management, analysis of financial statements, credit and collection correspondence, business English and letter-writing; the second year will be devoted to accountancy and business law; the third year to business barometrics, foreign trade and credits, investments, merchandising, money and banking.

President Klingman of the Cleveland association is dividing the membership of the association into groups determined by lines of trade, for the purpose of developing discussion and meetings and doing intensive work. Ten groups are being organized and these may later be subdivided. A chairman is being selected for each group and two others are designated to act with the chairman as an executive committee for the group to arrange meetings, topics therefor and speakers. The groups will meet at noon luncheons, evening meetings being for the entire membership.

Columbus

The Columbus Association of Credit men held its opening meeting of the association year October 4th. The election of officers resulted in the choice of: J. T. Dunnick, Erner-Hopkins Co., as president; A. G. Lohnes, Smith Bros. Hdwre Co., vice-president; W. E. Rex, National Bank of Commerce, Treasurer.

C. W. Hammond made a report upon the investigations of his committee at Cleveland and Chicago upon the operations of interchange bureaus, as a result of which, he said, the committee had concluded to install an interchange bureau for the Columbus association as previously authorized. Secretary D. W. Cauley of the Cleveland association followed Mr. Hammond with an explanation of the operation of the

Cleveland bureau. He told how the Cleveland and Columbus bureaus would harmonize their work to the advantage of both, and what would be their relations to the central interchange bureau.

Mr. Cauley was followed by Geo. C. W. Klippel, president of Cleveland Interchange Bureau, who told of the service the Cleveland bureau had rendered his concern and also the great advantage he had had from general connection with the National Association of Credit Men. He further pointed out that in view of present conditions and developments it was important to notify and urge attendance of the women credit managers at the meetings of the association.

Dallas

At a recent meeting of the Dallas association, Judge Muse presented an explanation of the Texas exemption laws and at the conclusion of his talk a committee was appointed to draft a resolution to be considered at the next meeting wherein the state legislature would be acquainted with the attitude of the Dallas association in reference to existing exemption laws and the desirability of their amendment. Another speaker was Referee in Bankruptcy Baker who solicited the members' cooperation in the administration of bankruptcy cases of his court. He gave renewed assurance of his desire to receive suggestions from interested creditors.

Des Moines

At the initial fall meeting of the Des Moines Credit Men's Association, one of the guests was E. B. Moran, now a sergeant in the national army at Camp Dodge. Mr. Moran was formerly field representative of the National Association of Credit Men and had just returned from Washington where he had attended the August term of the personnel adjutant class.

Another interesting feature of the meeting was an entertainment furnished by the Todd Protectograph Co. with its moving picture entitled, "Black Art" which depicted graphically how checks are raised when they are written in long hand. Several new members were brought into the association.

Indianapolis

At the September 19 meeting of the Indianapolis association, Frank C. Schwedtmann, vice-president of the National City Bank of New York, made an eloquent address on "Preparedness." He pointed out that present conditions with the high state of prosperity can not continue indefinitely, that the economic cycle will carry us past the period of rising prices and inflation and it will become necessary to retrench. Then, he said, will come the real test which must be met by closer co-operation between government, business man and banker. The business man, he declared, who believes that many of the past methods of business will return, is not alive to the signs of the times. Common sense and patriotism dictate that we all voluntarily contribute to the reconstruction of business by "carrying on" with that efficiency which previously we thought unnecessary.

Kansas City

The last meeting of the Kansas City association was addressed by Geo. Mignolet, Belgian Consul, E. S. Drus, French Consul and Capt. Blake who substituted for the British Consul. They brought home to the members the significance of the great events now transpiring in Europe.

Then followed an address by President F. B. McComas of Los Angeles whose subject was "The Work and Duties of the National Association of Credit Men." He spoke particularly regarding credits in Mexico.

Lincoln

At a recent meeting of the Lincoln association, J. S. Tupper, as a delegate to the Chicago association, presented some outlines of the features of the convention which had especially appealed to him. There was a general discussion of the subject of the Revenue Bill now pending before Congress, its application and expected workings, the speaker being Guy E. Reed of the First National Bank.

At the October 21 meeting of the Lincoln association, there was a round table discussion on the subject of "Handling Credits and Collections" led by A. H. Powell of Korsmeyer Co., William Warner of Plattner-Yale Mfg. Co., Harry Gilmour of Harpham Bros. Co., and E. G. Evans of Henkle-Joyce Hdwe. Co.

Emphasis was laid on the credit men bringing to the meetings heads of their firms and they too joined in the discussion, the result being a most instructive meeting.

Los Angeles

The moratorium act was discussed at the last meeting of the Los Angeles association, the conference leader being Newman Essick, vice-president of the California Savings and Commercial Bank. The quiz-master was F. M. Couch who before he finished his quiz had turned the workings of the moratorium act inside out and there seemed to be no further questions to ask. There was also an inspiring address by the Hon. Joseph Scott who had just returned from France. He presented a message from the American boys fighting "over there." The meeting was presided over by A. J. Goldwater the newly elected president who received the gavel from F. M. Couch, the retiring president.

Milwaukee

At the October meeting of the Milwaukee association, C. B. Hazelwood, vice-president of the Union Trust Co. of Chicago, and Forrest C. Blood, professor of business administration of the University of Wisconsin, were the principal speakers. Mr. Blood outlined the course in credits to be given this year at the university, with the assistance of the Milwaukee association. Mr. Blood, who is to conduct the course, was formerly credit manager of the Regal Shoe Co., so that he brings not only the theoretical but the practical to the class in credits.

Minneapolis

The first meeting of the Minneapolis association for the new year was presided over by the new president, J. W. Sprague. Paul W. Smith presented a comprehensive review of conditions in the agricultural regions of the Northwest, the report indicating that crops were most satisfactory. There was an address by the Hon. J. Adam Bede who made a stirring appeal on "America in the War."

Newark

At the fall meeting of the Newark association the principal speakers were F. B. McComas, president, and J. H. Tregoe, secretary of the National Association. There were also present other officers of the National Association:—Jno. E. Norvell of Huntington, W. Va., director, and C. R. Burnett of Newark, vice-president. The meeting resolved itself into a discussion of after-war conditions and the duty of the credit man in preparing therefor.

New York

At the annual meeting of the New York Credit Men's Association held in September, E. S. Boteler of G. K. Sheridan & Co. was reelected president, U. S. Kolby of the American Ever Ready Works, first vice-president, and Edwin B. Heyes of W. & J. Sloane, second vice-president, and J. O. Hobby, Jr., of the American Locomotive Works, treasurer.

Norfolk-Tidewater

At a recent meeting of the Norfolk-Tidewater association, Chas. E. Ashburner, city manager, made a strong appeal for the cooperation of the citizens of Norfolk in making it the best-governed city in the United States. President Barbee presided and congratulated the city upon having in charge of its affairs a man of Mr. Ashburner's experience and ability.

Mr. Ashburner in his address declared that every citizen is a stockholder in the city enterprise in which he is most deeply interested and has it in his hands to build up the enterprise to a high degree of success. He said that he planned to give not parts of Norfolk his best efforts but every section of it, his purpose being to know no one section

or individual as against another. He declared that the best government of all is the government for the people and that that was what he intended to give.

Pittsburgh

At an October luncheon of the Pittsburgh association. Dr. A. B. Wright, now dean of the School of Economics, was speaker. Dr. Wright holds the office formerly occupied by Dr. J. T. Holdsworth, well-known to the members of the National Association of Credit Men.

Portland

The Portland association at its November meeting will receive into membership twenty-five concerns constituting the Building Material Dealers' Credit Association. With this organization, the Portland association has had much in common and both organizations have come to the conclusion that there would be greatly increased mutual profit in unity of membership.

P. L. Bishop, president of the Portland association, recently called together members of all his committees, for a general get-together and comparison of plans for the committee work of the coming year. There were forty-one in all present. It made a keenly interesting meeting. President Bishop called upon the chairman of each committee in succession and following each there was a general discussion with a view to unfolding the fullest possible opportunities of service for each unit of the organization. It was a highly constructive meeting.

Tacoma

"How to stop the taking of the unearned Cash Discount" was the principal subject of the October meeting of the Tacoma association. The discussion was led by J. R. Keeling and L. F. Duvall. Following their presentation there was an open meeting in which the general conclusion was expressed that there is a remedy for taking an unearned discount and it is found in cooperation among jobbers in their several lines of business, and also through the gradual adoption of the trade acceptance in substitution for the open account. As the first meeting since the Chicago convention, J. H. Weer and W. W. Keyes, delegates, presented the main points of interest which the convention developed.

Utah

The board of directors of the Utah association has acted favorably upon a suggestion that a representative be sent into the field to obtain for the use of members credit information on merchants throughout the territory served by the Salt Lake City organization. This field representative, however, is to perform an added service in the way of educating retail merchants, suggesting changes in their business methods and helping them generally to establish better methods for the conduct of their affairs. He will also endeavor to combat those prejudices that often exist against the credit men's association due to lack of information and to false report. He will endeavor to foster a better understanding between the wholesaler and retailer and impress upon the retailer his obligations and the advantage of buying in the local market. The expenses are to be borne from the general funds of the association during the experimental stage.

The association is engaged in the difficult task of selecting the right man for the position, for it is recognized that he must have qualities which are not easily found in one man, and upon the selection of the right man depends largely the success of the plan.

Waco

At the first fall meeting of the Waco association, the subject of ways and means of handling collections under prevailing conditions was up, several members taking part. There was also discussed the subject of trade acceptances, the principal speakers being A. J. Peterson, of the Central Texas Exchange Bank, and D. S. Dodson of the McLendon Hardware Co. At the conclusion of their talks, it was moved to have a special committee on trade acceptances in order to push the campaign.

Addresses Wanted

Calevera L. Barbera Co., formerly 8th and Dickinson Sts., Philadelphia, Pa.
 James Capolla, 6147 Bouvier St., Philadelphia, Pa.
 Clairmount Concrete Co., 8 Light St., Baltimore, Md.
 Edward Darling, Jerome, Arizona.
 John Demos, formerly 497 Tremont St., Boston, Mass.
 James Garren, Steger, Ill.
 E. G. Gorin, operated Garage Service, 2122 E. Washington St., Dayton, Ohio, or Louisville, Ky.
 J. J. Gorman, prop. of Auto Exchange Co., 217 St. Mary's St., San Antonio, Texas.
 Clyde Hunt, Bloomfield, Mo.
 Geo. Irwin, prop. Skidmore Auto & Supply Co., Skidmore, Tex.
 W. S. Landis, Oakley, Mich.
 M. I. Martin, Muncie, Ind.
 Eugene C. May, formerly of San Francisco, Cal.
 George Orfaley, 824 Superior Ave., Cleveland, Ohio.
 R. T. Parker, Duluth, Minn.
 Harry Porter, Crocker, Ia.
 Prell Vibrator Co., formerly 13220 Forest Hill Ave., Cleveland, Ohio.
 A. J. Schria, 152 S. Wilmington St., Wilmington, Del.
 J. M. Shores, Pickering, Mo.
 Wm. M. Stephany, 9 Orlando Ave., West View, Pa.
 Tire Service Co., Bradford, Pa.
 George Voorhis, Le Roy, N. Y.
 H. Z. Walter, Llano, Texas.
 S. E. Ward & Co., formerly 108 Depot Park, Plainfield, N. J.
 N. J. Aad, Raleigh, North Carolina.
 Morris Bender, owner of "B" New York Cloak & Suit Store, Detroit, Michigan.
 Elmer Brown, operated Attalia Tinshop, Attalia, Alabama.
 Tana Goson, Calumet, Michigan.
 A. C. Howard, operated the A. C. Howard Shoe Polish Co., New York.
 Paul Rizzo, operated Italian American Mercantile Co., Brooklyn, N. Y.
 Wayman W. Steed and J. Russell Steed operated Federal Garage of Muncie, Ind.
 E. Guy King, alias D. A. Ray, formerly of Oklahoma and Texas. Age, 36. Weight, 140-145 pounds. Height, 5 ft., 7 or 8 inches. Eyes, blue. Hair, light brown. Dresses well, bears a business air. Trades in all kinds of land and junk, fictitious notes, etc. If located, arrest and notify. C. P. Johnson, Post-office Inspector, Oklahoma City, Oklahoma.
 F. F. Joseph, 157 Garnett Street, Henderson North Carolina, said to have succeeded Fred. Joseph who recently went through bankruptcy.



E. GUY KING



ELMER HENRY

Elmer Henry, Santa Maria, California, said to have left with a considerable stock of diamonds and other jewelry. Description given as follows: Age, 45 years. Height, 5 feet 10 inches. Weight, 160 pounds. Complexion, medium. Hair, brown streaked with gray. Eyes, brown. Smooth-shaven. Tattoo on both forearms. Dark scar on left leg between knee and ankle. Speaks with a Southern drawl. Makes very few acquaintances. Said to look older than accompanying photograph. If located, please have him detained as a fugitive and wire the Wholesalers' Board of Trade, Los Angeles.

WANTS

THIS ADVERTISEMENT is directed to wholesalers or manufacturers of shoes, clothing, or other lines of merchandise who are selling to the retail trade direct, and having an opening for a successful man to direct their sales department, credit department, or advertising department.

ment or a combination of any of these departments. I am interested only in a permanent connection where a salary of \$5000 can be paid and where there is a chance for advancement. Reference and other information will be given to houses of good standing. Address **ADVERTISEMENT No. 387.**

CREDIT MAN, experienced in commercial law, collections and correspondence, desires position. Willing to travel. Exempt from draft. Address **ADVERTISEMENT No. 388.**

SALES MANAGER AND ACCOUNTANT, at present holding responsible position with manufacturing firm, seeks engagement. Preferred classification. Address **ADVERTISEMENT No. 389.**

CREDIT AND COLLECTION EXECUTIVE: three years with agency; five years with national corporation. Now passing on and entirely responsible for thirty million in merchandise credits yearly. Wishes connection, preferably in New York City. Salary \$3600. Address **ADVERTISEMENT No. 390.**

COMPETENT ACCOUNTANT, CREDIT MAN AND OFFICE MANAGER is open for engagement at once, 45 years of age, married, several years' experience. I am in a non-essential line at present and must make a change. Reference first class. Address **ADVERTISEMENT No. 391.**

MAN, with wide experience in commercial paper line, of strong personality and extended general acquaintance throughout the United States, is open for change. Has essential experience—thoroughly competent to purchase paper and pass on credits. Address **ADVERTISEMENT No. 392.**

EXPERIENCED CREDIT AND-COLLECTION MANAGER, now engaged in a general line, desires to better himself. Can write letters of adjustment that produce results and retain the trade. Has knowledge of many practical and successful credit systems and can

apply them to any manufacture. Salary according to position and what I am worth to the concern which engages me. 25, married, exempt from draft. Strong references. Address ADVERTISEMENT No. 393.

Directory of Committees of National Association of Credit Men for Year 1918-1919

Adjustment Bureaus

CHAIRMAN—Victor Robertson, Finch, Van Slyck & McConville Co., St. Paul, Minn. VICE-CHAIRMEN—Horace M. Peck, Turks Head Bldg., Providence, R. I.; C. M. Stauffer, Eberts Gro. Co., Bethlehem, Pa.; C. M. Lewis, Louis Chitty Co., Jacksonville, Fla.; H. F. Elam, Elam & Lorraine, Huntington, W. Va.; H. A. Clement, Studebaker Corporation, South Bend, Ind.; I. W. Love, Geller Ward & Hasner Hdwe. Co., St. Louis, Mo.; T. C. Burdshaw, Doster Northington Drug Co., Birmingham, Ala.; H. C. Stringham, Electric Bldg., Billings, Mont.; E. G. Leihy, Blumauer-Frank Drug Co., Portland, Ore.

Banking and Currency

CHAIRMAN—H. H. Merrick, Central Trust Co. of Illinois, Chicago, Ill. VICE-CHAIRMEN—P. N. Welch, Peck Bros. & Co., New Haven, Conn.; C. H. Sanford, City Bank, Syracuse, N. Y.; J. L. Kennedy, Atlanta National Bank, Atlanta, Ga.; C. W. Dupuis, Citizens' National Bank, Cincinnati, O.; Wm. Hazzard, Commercial National Bank, Peoria, Ill.; F. M. Law, First National Bank, Houston, Texas; J. Knox Fleming, First National Bank, Birmingham, Ala.; H. A. Sedgwick, Marshall Wells Hdwe. Co., Duluth, Minn.; Arthur Parsons, Utah Credit Men's Association, Salt Lake City, Utah; Russell Lowry, American National Bank, San Francisco, Cal.

Bankruptcy Law

CHAIRMAN—A. G. Bennett, W. M. Hoyt Co., Chicago, Ill. VICE-CHAIRMEN—E. C. Stiness, Grosvenor Bldg., Providence, R. I.; Nartin Moll, Granite Bldg., Rochester, N. Y.; E. F. Sheffey, Craddock-Terry Co., Lynchburg, Va.; H. F. Gordon, Hazel-Atlas Glass Co., Wheeling, W. Va.; Benj. F. Heaton, Heaton & Heaton, Fort Wayne, Ind.; Vernor Hall, Blair & Hughes Co., Dallas, Texas; C. O. Finnie, Oliver Finnie Co., Memphis, Tenn.; Peter Balkema, Trimble Bldg., Sioux City, Iowa; E. G. Heckendord, Henry & Bolthoff Mfg. & Supply Co., Denver, Colo.; N. Hallgren, Puget Sound Flour Co., Seattle, Wash.

Business Literature

CHAIRMAN—D. Birney Neil, Lawrence Press Co., Columbus, Ohio. VICE-CHAIRMEN—O. E. Doty, Third National Bank, Springfield, Mass.; Hoyt T. Jamieson, Utica Plumbing Co., Utica, N. Y.; P. V. Hollingsworth, Hollingsworth Candy Co., Augusta, Ga.; G. M. Spencer, American Lawn Mower Co., Muncie, Ind.; E. D. Plummer, Richardson Dry Goods Co., St. Joseph, Mo.; N. S. Cohen, B. Rosenberg & Son, New Orleans, La.; H. T. Folsom, Union Coal Co., Lincoln, Neb.; J. T. Plummer, Truax Mfg. Co., Denver, Colo.; Alexander Hamilton, Washington Machinery Depot, Tacoma, Wash.

Business Meetings

CHAIRMAN—A. J. Peoples, Detroit Copper & Brass Rolling Mills, Detroit, Mich. VICE-CHAIRMEN—John H. Orr, Worcester Bleach & Dye Works Co., Worcester, Mass.; T. K. Cree, Alling-Cory Co., Pittsburgh, Pa.; W. B. Clemer, Roanoke Hdwe. Co., Roanoke, Va.; M. C. Kellogg, Kellogg & Co., Richmond, Ky.; T. E. Arnold, H. E. Bragg Leather Co., St. Joseph, Mo.; L. F. Ford, A. L. Barboro & Co., Memphis, Tenn.; H. E. Reynolds, McGrann Reynolds Co., Fargo, N. D.; J. A. McSwigan, Crescent

Mill & Elevator Co., Denver, Colo.; Lon Smedley, Cork-Haddock Co., San Diego, Cal.

Commercial Ethics

CHAIRMAN—C. D. Mixer, Wright Wire Company, Worcester, Mass.
VICE-CHAIRMEN—C. W. Whittlesey, Whittlesey Company, New Haven, Conn.; Romanus S. Easterly, Reading Biscuit Co., Reading, Pa.; W. B. Broadus, Etchison Hat Co., Richmond, Va.; C. C. Henking, Croft Standard Co., Huntington, W. Va.; W. A. Joy, Joy & Park, Springfield, Ill.; P. C. March, Krakauer, Zork & Moye, El Paso, Texas; Morris Meyer, Selma, Ala.; W. F. Nelson, Coffin Packing & Prov. Co., Pueblo, Colo.; H. B. Clarke, J. B. Slevin Co., Tacoma, Wash.

Credit Cooperation

CHAIRMAN—H. A. Butterfield, Savannah Supply Co., Savannah, Ga.
VICE-CHAIRMEN—H. C. Coley, Howard Bros. Mfg. Co., Worcester, Mass.; T. R. Hillard, Miner-Hillard Co., Wilkes-Barre, Pa.; W. C. Sherman, Albany Street, Dayton, O.; Fred Einecke, Miller Parrott Baking Co., Terre Haute, Ind.; S. H. King, Jr., American National Bank, Tulsa, Okla.; W. C. Pitts, Pitts Shoe Co., Montgomery, Ala.; J. E. Sweeny, Waterloo Elec. Supply Co., Waterloo, Iowa; H. Yaeger, Great Falls National Bank, Great Falls, Mont.; Wm. Young, R. G. Dun & Co., Portland, Ore.

Credit Department Methods

CHAIRMAN—H. Uehlinger, Hilo Varnish Company, Marcy and Flushing Aves., Brooklyn, N. Y. VICE-CHAIRMEN—L. M. Allen, Bridgeport Brass Works, Bridgeport, Conn.; H. M. Hiles, Beaver Company, Buffalo, N. Y.; W. G. Jarvis, Baugh & Sons, Norfolk, Va.; W. Frost Brown, Brown Milling & Produce Co., Charleston, W. Va.; O. D. Kay, General Fireproofing Co., Youngstown, O.; D. F. Stearns, Rockford Who. Grocery Co., Rockford, Ill.; H. Howard, Massey Iron Co., Wichita, Kan.; T. M. Nesbitt, Moore & Handley Hdwe. Co., Birmingham, Ala.; R. P. Robinson, Gronweg & Schoentgen Co., Council Bluffs, Iowa; M. C. Henderson, Montana Oil Co., Helena, Mont.; J. C. Booth, Fairbanks, Morse & Co., Portland, Ore.

Credit Education and Management

CHAIRMAN—D. E. Golieb, Einstein, Wolff & Co., New York. VICE-CHAIRMEN—O. T. Erickson, Carter's Ink Co., Boston, Mass.; H. C. Workmaster, Harris Pump & Supply Co., Pittsburgh, Pa.; Geo. Clautice, Lyon Conklin & Co., Baltimore, Md.; W. S. Campbell, Cleveland Neckwear Co., Cleveland, O.; Jos. A. Kebler, R. G. Dun & Co., Indianapolis, Ind.; F. L. Hanush, Battreall Shoe Co., St. Joseph, Mo.; E. N. Dietler, N. O. Nelson Mfg. Co., Memphis, Tenn.; C. E. Mann, Northwestern Knitting Co., Minneapolis, Minn.; H. J. Forsdick, Jr., Fairbanks, Morse & Co., Denver, Colo.; A. R. Morton, National Bank of Commerce, Seattle, Wash.

Credit Interchange Bureaus

CHAIRMAN—D. L. Sawyer, F. Mayer Boot & Shoe Co., Milwaukee, Wis. VICE-CHAIRMEN—W. D. Harvey, Farley, Harvey & Co., Boston, Mass.; W. W. Plumb, Burnhans & Black Co., Syracuse, N. Y.; C. L. Whichard, Whichard Bros. Co., Norfolk, Va.; Bert Evans, Morris Grocery Co., Clarksburg, W. Va.; Jno. Rose, Kellogg National Bank, Green Bay, Wis.; J. E. Woodmansee, Richards & Conover Hdw. Co., Kansas City, Mo.; W. W. Edwards, New State Shirt & Overall Co., Oklahoma City, Okla.; J. L. Hyde, Carnegie Steel Co., New Orleans, La.; R. D. Rogers, John Morrell Co., Ottumwa, Iowa; J. A. Jones, Salt Lake Hdwe. Co., Salt Lake City, Utah; C. E. Baen, Anglo-London & Paris Nat. Bank, San Francisco, Cal.

Exemption Amendments

CHAIRMAN—H. W. Sparrenberger, Parsons & Scoville Co., Evansville, Ind. VICE-CHAIRMEN—R. J. Bennecker, First National Bank, Tampa, Fla.; W. F. Robertson, H. F. Hockney Co., Knoxville, Tenn.; N. M. Patten, Shear Company, Waco, Texas; J. H. De Wees, Ballard & Ballard,

Montgomery, Ala.; J. P. Adams, Brown & Saenger Co., Sioux Falls, S. D.; J. T. Strong, Continental Oil Co., Salt Lake City, Utah; A. F. Stepan, Western Wholesale Drug Co., Los Angeles, Cal.

Fire Insurance and Prevention

CHAIRMAN—P. B. Bethel, Falls City Clothing Co., Louisville, Ky.; VICE-CHAIRMEN—R. L. Miller, Claflin Sumner Coal Co., Worcester, Mass.; W. F. Moody, G. W. Moody & Son, New Castle, Pa.; C. W. Johnson, Merritt Hardware Co., Macon, Ga.; J. R. Delaney, Eagle Mfg. Co., Bristol, Tenn.; A. L. Waldow, Kalamazoo Pants Co., Kalamazoo, Mich.; Nat Goldsmith, San Antonio, Texas; W. S. Monk, Central Alabama Dry Goods Co., Selma, Ala.; L. H. Stubbs, J. S. Anderson & Son, Cedar Rapids, Iowa; T. C. Hollingshead, Oaks & Co., Boise, Idaho; W. S. Allen, Fisher Flouring Mills, Seattle, Wash.

Foreign Credits

CHAIRMAN—C. E. Thomas, U. S. Steel Products Co., New York. VICE-CHAIRMEN—A. Elliott Frost, Bryant Electric Co., Bridgeport, Conn.; H. B. Lau, Moorhead Knitting Co., Harrisburg, Pa.; C. M. Smyth, Young, Smyth Field Co., Philadelphia, Pa.; E. F. DuBrul, Miller, DuBrul & Peters Mfg. Co., Cincinnati, O.; F. D. Rock, Armour & Co., Chicago, Ill.; Stanley F. Hill, Rice Stix D. G. Co., St. Louis, Mo.; H. T. Cottam, H. T. Cottam Co., New Orleans, La.; E. W. Wilson, International Banking Corp., San Francisco, Cal.

New York and Newark Units, Foreign Credits Committee.

VICE-CHAIRMEN—C. M. Freeman, Rubberset Company, Newark, N. J.; P. M. Haight, Sprague Electric Works, New York, N. Y.; L. R. Browne, Western Electric Co., New York, N. Y.; A. E. Turner, Robert E. Ingersoll & Bro., 315 Fourth Ave., New York, N. Y.; Chas. A. Kane, Atlantic Insulated Wire & Cable Co., Stamford, Conn.; J. O. Hobby, Jr., American Locomotive Works, New York, N. Y.; U. S. Kolby, American Ever Ready Co., New York, N. Y.; H. F. Beebe, Winchester Repeating Arms Co., New Haven, Conn.; Wm. Koester, Joseph Dixon Crucible Co., Jersey City, N. J.; Arthur L. Meyers, W. H. Compton Shear Co., Newark, N. J.

Investigation and Prosecution

CHAIRMAN—Freas Brown Snyder, First National Bank, Philadelphia, Pa. EXECUTIVE MEMBERS—Wm. Koester, Joseph Dixon Crucible Co., Jersey City, N. J.; Geo. C. Morton, Carpenter-Morton Co., Boston, Mass.; H. G. Newcomer, Eureka Mower Co., Utica, N. Y.; Frank C. Demmler, Demmler Bros. Co., Pittsburgh, Pa.; W. F. McAvoy, McDowell, Pyle & Co., Baltimore, Md.; M. G. Rockhill, Belle Meade Sweets, Trenton, N. J.; C. De L. Alton, J. B. Williams Co., Glastonbury, Conn. DISTRICT VICE-CHAIRMEN—W. H. Bradbury, Carter Dry Goods Co., Louisville, Ky.; R. S. White, American Steel & Wire Co., Chicago, Ill.; L. M. Shlenker, Apple Hat Co., St. Louis, Mo.; L. A. Weil, Kohn, Weil & Co., New Orleans, La.; F. F. Hawks, Whiton Hardware Co., Seattle, Wash.; Geo. E. Forrester, Utah Coal Sales Agency, Salt Lake City, Utah.

Legislative

CHAIRMAN—J. H. Weer, West Coast Grocery Co., Tacoma, Wash. VICE-CHAIRMEN—H. R. Slade, Westcott, Slade & Balcom, Providence, R. I.; H. T. Owen, First National Bank, Utica, N. Y.; Leon Wallerstein, Strauss Bros. & Co., Richmond, Va.; Chas Reynolds, Reynolds-Lindheim Cigar Co., Nashville, Tenn.; F. G. Smith, Frank G. Smith Co., Milwaukee, Wis.; G. F. Bentrup, Koken Barbers' Supply Co., St. Louis, Mo.; Jos. Haspel, Haspel Bros., New Orleans, La.; E. P. Stewart, Minneapolis Tribune, Minneapolis, Minn.; E. Rosenbaum, Rosenbaum Bros., Salt Lake City, Utah.

Membership

CHAIRMAN—F. M. Couch, Blake, Moffitt & Towne, Los Angeles, Cal. VICE-CHAIRMEN—Walter C. Mitchell, Geo. Frost Co., Boston, Mass.; M. T. Fleisher, Notaseme Co., Philadelphia, Pa.; J. H. L. Jensen,

Armour Fertilizer Co., Atlanta, Ga.; P. B. Thompson, Central Ohio Paper Co., Toledo, O.; R. H. Myers, Simonds Mfg. Co., Chicago, Ill.; T. J. Kavanaugh, Mississippi Valley Trust Co., St. Louis, Mo.; R. A. Spicer, B. F. Avery & Son, Memphis, Tenn.; F. E. Wright, Century Lumber Co., Des Moines, Ia.; W. F. Courtney, Armour & Co., Denver, Colo.

Mercantile Agencies' Service

CHAIRMAN—A. J. May, F. P. May Hdwe. Co., Washington, D. C.
VICE-CHAIRMEN—L. H. Taylor, American Hosiery Co., New Britain, Conn.; F. B. Purdie, R. G. Dun & Co., Albany, N. Y.; C. N. Bevan, Woolson Spice Co., Toledo, Ohio; Geo. Killian, Dixie Portland Cement Co., Chattanooga, Tenn.; E. A. Meves, Excelsior Wrapper Co., Grand Rapids, Mich.; H. S. Ferries, Parke, Davis Co., Kansas City, Mo.; E. S. Meyer, Levy, Wolff & Pitts Shoe Company, Montgomery, Ala.; J. N. Van Patten, John P. Van Patten Sons, Davenport, Iowa; C. W. Dirks, Falk Wholesale Co., Boise, Idaho; H. L. Holston, Albers Bros. Milling Co., San Francisco, Cal.

DIRECTORIES

Directory of Officers of the Affiliated Branches of the National Association of Credit Men

(Arranged Alphabetically by States)

ALABAMA, Birmingham—Birmingham Credit Men's Association. President, W. L. Wilson, Goodall-Brown Dry Goods Co.; Secretary, J. A. Coker, Birmingham Paper Co.; Assistant Secretary, R. H. Eggleston, Chamber of Commerce Bldg.; Manager, J. T. Slaten, 321-323 Chamber of Commerce Bldg.

ALABAMA, Montgomery—Montgomery Association of Credit Men. President, F. G. Salter, Durr Drug Co.; Secretary, Leo Gassenheimer, Mercantile Paper Co.; Assistant Secretary, J. M. Holoway, Bell Bldg.

ALABAMA, Selma—Selma Association of Credit Men. President, W. I. Block, Block Bros.; Secretary, R. S. Carothers, Selma Hardware Co.

ARKANSAS, Fort Smith—Fort Smith Association of Credit Men. President, W. J. Murphy, W. J. Murphy Saddlery; Secretary, John Laws, Atkinson, Williams Hardware Co.

ARKANSAS, Little Rock—Little Rock Association of Credit Men. President, T. E. Burrow, Beal-Burrow Dry Goods Co.

CALIFORNIA, Los Angeles—Los Angeles Credit Men's Association. President, A. J. Goldwater, Stewart-Dawes Shoe Co.; Acting Secretary, E. L. Ide, Henry J. Pauly Co.

CALIFORNIA, San Diego—The Credit Association of San Diego. President, Geo. C. Simes, Sperry Flour Co.; Secretary, Carl O. Retzlaff, 607-8 Spreckels Theatre Bldg.

CALIFORNIA, San Francisco—San Francisco Credit Men's Association. President, Robt. H. Gay, American Can Co.; Secretary, Felix S. Jeffries, 461 Market St.

COLORADO, Denver—Denver Credit Men's Association. President, A. E. Matthews, Colorado Fuel & Iron Co.; Secretary, A. C. Jahraus, M. J. O'Fallon Supply Co.; Assistant Secretary, David F. Lowe, 503 Continental Bldg.

COLORADO, Pueblo—Pueblo Association of Credit Men. President, McCole-Gleason Commission Co.; Assistant Secretary, Geo. W. Gleason, McCole-Gleason Commission Co.; Secretary, F. L. Taylor, 747 Thatcher Bldg.

CONNECTICUT, Bridgeport—Bridgeport Association of Credit Men. President, L. M. Allen, Bridgeport Brass Co.; Secretary, C. R. Snook, Bullard Machine Tool Co.

CONNECTICUT, Hartford—Hartford Association of Credit Men. President, C. DeL. Alton, The J. B. Williams Co., Glastonbury; Secretary, E. S. Pierce, Allsteel Equipment, 647 Main St.

CONNECTICUT, New Haven—New Haven Association of Credit Men. President, Ziegler Sargent, Sargent & Co.; Secretary, Wallace C. Hutton, The Seamless Rubber Co.; Inc.

DISTRICT OF COLUMBIA, Washington—Washington Association of Credit Men. President, Arthur J. May, The F. P. May Hardware Co.; Secretary, R. Preston Shealey, 726 Colorado Bldg.

FLORIDA, Jacksonville—Jacksonville Credit Men's Association. President, J. W. Pettyjohn, Covington Co.; Secretary, W. G. Stedford, Osceola Fertilizer Co., P. O. Box 300.

FLORIDA, Tampa—Tampa Association of Credit Men. President, Frank Bentley, The Bentley-Gray Dry Goods Co.; Secretary, S. R. Owen, 5 Roberts Bldg.

GEORGIA, Atlanta—Atlanta Association of Credit Men. President, E. S. Papp, White Provision Co.; Secretary, H. T. Moore, Chamber of Commerce Bldg.

GEORGIA, Augusta—Augusta Association of Credit Men. President, L. L. Arrington, Arrington Bros. & Co.; Secretary, R. A. Heath, Heath, Bolster & Turner.

GEORGIA, Macon—Macon Association of Credit Men. President, Francis Her-ring, J. S. Schofield & Sons Co.; Secretary, J. Tom Dent, S. R. Jacques & Tinsley Co.; Manager, J. B. Meyer, Macon Association of Credit Men.

- GEORGIA, Savannah**—Savannah Credit Men's Association. President, H. A. Butterfield, Savannah Supply Co.; Secretary, E. J. Sullivan, Savannah Credit Men's Association.
- IDAHO, Boise**—Boise Association of Credit Men, Ltd. President, Chas. F. Adams, Idaho Candy Co.; Secretary, D. J. A. Dirks, 216-218 Boise City National Bank Bldg.
- ILLINOIS, Chicago**—Chicago Association of Credit Men. President, W. E. Shoemaker, J. W. Butler Paper Co.; Secretary, Chas. R. Dickerson, 10 South La Salle St.
- ILLINOIS, Decatur**—Decatur Association of Credit Men. President, W. Diefenthaler, Field & Shorb; Secretary, J. L. Ward, C. E. Ward & Sons.
- ILLINOIS, Peoria**—Peoria Association of Credit Men. President, W. Sutliff, Sutliff & Case Co.; Secretary, A. G. Muir, The James McCoy Company.
- ILLINOIS, Quincy**—Quincy Association of Credit Men. President, C. A. E. Koch, Miller-Arthur Drug Co.; Secretary, Frank Rothgeb, Quincy Confectionery Co.
- ILLINOIS, Rockford**—Rockford Association of Credit Men. President, E. J. Duell, Emerson-Brantingham Co.; Secretary, J. T. Gerber, Barber-Colman Co.
- ILLINOIS, Springfield**—Springfield Association of Credit Men. President, John Springer, Springfield Paper Co.; Secretary, George E. Lee, Jageman-Bode Co.
- INDIANA, Evansville**—Evansville Association of Credit Men. President, F. A. Diekmann, Globe-Bosse-World Furniture Co.; Secretary, H. W. Voss, Furniture Exchange Bldg.
- INDIANA, Ft. Wayne**—Ft. Wayne Association of Credit Men. President, H. A. Perfect, A. H. Perfect & Co.; Secretary, Arthur Parry, 611 Shoaff Bldg.
- INDIANA, Indianapolis**—Indianapolis Association of Credit Men. President, R. O. Bonner, L. S. Ayres & Co.; Secretary, R. L. Mellett, Mellett Printing Co.
- INDIANA, Muncie**—Muncie Association of Credit Men. President, W. H. Goddard, Jos. A. Goddard Co.; Secretary, Thos. E. Bracken, Silverberg, Bracken & Gray.
- INDIANA, South Bend**—South Bend Association of Credit Men. President, R. O. Morgan, Oliver Chilled Plow Works.
- INDIANA, Terre Haute**—Terre Haute Association of Credit Men. President, Fred W. Thornton, Chas. W. Bauermeister & Co.; Secretary, Chas. E. Parker, Samuel Frank & Sons Co.
- IOWA, Cedar Rapids**—Cedar Rapids Association of Credit Men. President, A. S. Ormsby, Western Grocer Co.; Secretary, J. J. Lenihan, 504 Mullin Bldg.
- IOWA, Davenport**—Davenport Association of Credit Men. President, G. S. Johnson, G. S. Johnson Co.; Secretary, Isaac Petersberger, 222 Lane Bldg.
- IOWA, Des Moines**—Des Moines Credit Men's Association. President, C. L. Coussens, C. L. Percival Co., Secretary, Chas. W. Moon, Iowa Multigraphing Co.
- IOWA, Ottumwa**—Ottumwa Association of Credit Men. President, Jesse Spurgeon, Samuel Mahon Co.; Secretary, Wm. A. Hunt, 214 S. Market St.
- IOWA, Sioux City**—Sioux City Association of Credit Men. President, G. U. Silzer, Harger & Blah, Inc.; Secretary, C. W. Johnson, Palmer Candy Co.; Assistant Secretary, Peter Balkema, 601 Trimble Bldg.
- IOWA, Waterloo**—Waterloo Association of Credit Men. President, W. P. Hoxie, Waterloo Fruit and Commission Co.; Secretary, G. B. Worthen, 518 Black Bldg.
- KANSAS, Wichita**—Wichita Association of Credit Men. President, C. H. Armstrong, McCormick-Armstrong Press; Secretary, Harry D. Howard, Massey Iron Co.; Assistant Secretary, M. E. Garrison, 1009 Beacon Bldg.
- KENTUCKY, Lexington**—Lexington Credit Men's Association. President, C. T. Crowe, W. T. Sistrunk & Co.; Secretary, J. P. Johnston, 1312-15 Fayette National Bank Bldg.; Assistant Secretary, C. D. Adams, Fayette National Bank Bldg.
- KENTUCKY, Louisville**—Louisville Credit Men's Association. President, A. B. Harris Otis Hiden Co.; Secretary, P. B. Thompson, U. S. Trust Co. Bldg.
- KENTUCKY, Paducah**—Paducah Association of Credit Men. President, J. M. Walton, Covington Bros. & Co.; Secretary, Frederick Speck, Paducah Iron Co.
- LOUISIANA, New Orleans**—New Orleans Credit Men's Association. President, W. P. Simpson, C. T. Patterson Co., Ltd.; Secretary, T. J. Bartlette, Williams, Richardson & Co., Ltd.
- MARYLAND, Baltimore**—Baltimore Association of Credit Men. President, W. Howard, Matthal, National Enameling & Stamping Co.; Secretary, S. D. Buck, 100 Hopkins Pl.; Assistant Secretary, W. M. Coulter, 100 Hopkins Pl.
- MASSACHUSETTS, Boston**—Boston Credit Men's Association. President, Edward P. Tuttle, Atlas Shoe Co.; Secretary, Herbert A. Whiting, 77 Summer St.
- MASSACHUSETTS, Springfield**—Springfield Credit Men's Association. President, L. K. Talmadge, Baker Extract Co.; Secretary, Stanley S. Shepard, Try-Me Mfg. Co.
- MASSACHUSETTS, Worcester**—Worcester Association of Credit Men. President, H. A. Stanton, Norton Co.; Secretary, C. W. Parks, Merchants' National Bank.
- MICHIGAN, Detroit**—Detroit Association of Credit Men. President, A. J. Peoples, Detroit Copper & Brass Rolling Mills; Secretary, Frank R. Hamburger, 017-018 Dime Bank Bldg.
- MICHIGAN, Grand Rapids**—Grand Rapids Credit Men's Association. President, G. J. Wissink, Herold-Bertsch Shoe Co.; Secretary, Walter H. Brooks, 541 Michigan Trust Bldg.
- MICHIGAN, Kalamazoo**—Kalamazoo Association of Credit Men. President, Louis Rosenbaum, Kalamazoo Pants Co.; Secretary, F. R. Olmsted, 203 Hanselman Bldg.
- MICHIGAN, Lansing**—Lansing Association of Credit Men. President, E. H. Boucher, Elliott Grocer Co.; Secretary, J. Earle Brown, Lansing, Mich.
- MICHIGAN, Saginaw**—North Eastern Michigan Association of Credit Men. President, Irving H. Baker, First Nat. Bank, Bay City, Mich.; Secretary, John Hopkins, 315 Bearinger Bldg.
- MINNESOTA, Duluth**—Duluth Association of Credit Men. (Duluth-Superior.) President, S. D. Fisher, Armour & Co.; Secretary, E. G. Robie, Manhattan Bldg.

MINNESOTA, Minneapolis—Minneapolis Association of Credit Men. President, J. W. Sprague, Janney, Semple, Hill & Co.; Secretary, W. O. Hawkins, McClellan Paper Co.

MINNESOTA, St. Paul—St. Paul Association of Credit Men. President, Levi T. Jones, Noyes Bros. & Cutler; Acting Secretary, W. G. Anglim, Whaley & Anglim.

MISSOURI, Kansas City—Kansas City Association of Credit Men. President, F. B. Rose, American Screen Mfg. Co.; Secretary, J. T. Franey, 303-7 New England Bldg.

MISSOURI, St. Joseph—St. Joseph Credit Men's Association. President, T. M. Longmuir, Hammond Packing Co., South St. Joseph, Mo.; Secretary, C. A. Wells, John S. Brittain Dry Goods Co.

MISSOURI, St. Louis—St. Louis Association of Credit Men. President, C. W. Speirs, Gauss-Langenberg Hat Co.; Secretary, C. P. Welsh, 333 Boatmen's Bank Bldg.

MONTANA, Billings—Billings Credit Men's Association. President, Walter L. Clarke, Yellowstone National Bank; Secretary, H. C. Stringham, Electric Bldg.

MONTANA, Butte—Butte Association of Credit Men. President, M. A. Hughes, Swift & Company; Secretary, W. E. Wilson, Henningsen Produce Company; Assistant Secretary, R. E. Clawson, Ind. Telephone Bldg.

MONTANA, Great Falls—Northern Montana Association of Credit Men. President, F. J. Gies, F. J. Gies & Co.; Secretary, J. E. Hult, Mutual Oil Co.

MONTANA, Helena—Helena Association of Credit Men. President, M. V. Wilson, Helena Hardware Co.; Secretary, P. G. Schroeder, Room 9, Pittsburgh Block.

NEBRASKA, Lincoln—Lincoln Credit Men's Association. President, E. W. Nelson, Rudge & Guenzel Co.; Secretary, Guy C. Harris, Schwarz Paper Co.

NEBRASKA, Omaha—The Omaha Association of Credit Men. President, C. J. Ochiltree, Martin-Cott Hat Co.; Secretary, L. R. Yost, Western Electric Co.

NEW JERSEY, Newark—Newark Association of Credit Men. President, F. P. Crane, Whitehead & Hoag Co.; Secretary, F. B. Broughton, 671 Broad St.

NEW YORK, Albany—Albany Association of Credit Men. President, S. T. Jones, Hudson Valley Paper Co.; Secretary, S. C. Gunn, A. P. W. Paper Co.

NEW YORK, Buffalo—Buffalo Association of Credit Men. President, L. E. Chandler, Liberty Bank of Buffalo; Secretary, Geo. F. Bates, 1001 Mutual Life Bldg.

NEW YORK, New York—New York Credit Men's Association. President, E. S. Boteler, G. K. Sheridan & Co.; Secretary, A. H. Alexander, 320 Broadway.

NEW YORK, Rochester—Rochester Association of Credit Men. President, W. L. Dobbin, Levy Bros., Clothing Co.; Secretary, Eben Halley, American Clay & Cement Co.

NEW YORK, Syracuse—Syracuse Association of Credit Men. President, S. M. Anderson, Smet Solvay Co.; Secretary, H. B. Buell, 723-733 Snow Bldg.

NEW YORK, Utica—Utica Association of Credit Men. President, L. G. Ross, Browne-Gaus Shoe Co.; Secretary, L. R. Mentzer, Foster Bros. Mfg. Co.

NORTH CAROLINA, Wilmington—Wilmington Association of Credit Men. President, J. R. Murchison, J. W. Murchison & Co.; Secretary,

NORTH DAKOTA, Fargo—Fargo Association of Credit Men. President, Frank R. Scott, Merchants' Nat. Bank; Secretary, H. L. Loomis, N. W. Mutual Savings & Loan Association.

NORTH DAKOTA, Grand Forks—Grand Fork Association of Credit Men. President, M. E. Stricker, Stone-Ordeman-Well Co.; Secretary, S. H. Booth, Congress Candy Co.

OHIO, Cincinnati—Cincinnati Association of Credit Men. President, Chas. W. Dupuis, Citizens' National Bank; Secretary, J. L. Richey, 631-2 Union Trust Bldg.

OHIO, Cleveland—Cleveland Association of Credit Men. President, John M. Klingman, The Cadyvision Shoe Co.; Secretary, D. W. Cauley, 318 Engineers' Bld.

OHIO, Columbus—Columbus Credit Men's Association. President, D. B. Neil, Lawrence Press Co.; Secretary, Benson G. Watson, 411-420 The New First National Bank Bldg.

OHIO, Dayton—Dayton Association of Credit Men. President, Ward I. Nicholas, Dayton Rubber Co.; Secretary, N. F. Nolan, 607 Schwind Bldg.

OHIO, Toledo—Toledo Association of Credit Men. President, J. V. Davidson, Davidson Lumber & Cedar Co.; Secretary, Fred A. Brown, 723 Nicholas Bldg.

OHIO, Youngstown—Youngstown Association of Credit Men. President, O. W. Chaffee, The Tru-Con Steel Co.; Secretary, W. C. McKain, 1106-7 Mahoning National Bank Bldg.

OKLAHOMA, Oklahoma City—Oklahoma City Association of Credit Men. President, F. O. Harris, Burwell-Smith Supply Co.; Secretary, Eugene Miller, 623 Insurance Bldg.

OKLAHOMA, Tulsa—Tulsa Credit Men's Association. President, J. F. Goodner, Goodner-Malone Co.; Secretary, W. A. Rayson, 109-A East 3d St.

OREGON, Portland—Portland Association of Credit Men. President, P. L. Bishop, Lang & Co.; Secretary, H. J. Parr, Union Meat Co.

PENNSYLVANIA, Allentown—Lehigh Valley Association of Credit Men. President, Martin B. Strauss, M. H. Strauss Co.; Secretary, J. H. J. Reinhard, 402 Hunsicker Bldg.

PENNSYLVANIA, Harrisburg—Harrisburg Association of Credit Men. President, Carl K. Deen, Witman-Schwartz Corp.; Secretary, H. B. Lau, Moorhead Knitting Co.

PENNSYLVANIA, New Castle—New Castle Association of Credit Men. President, A. W. Andrews, Mahoning Valley Baking Co.; Secretary, Roy M. Jamison, 332 Safe Deposit & Trust Bldg.

PENNSYLVANIA, Philadelphia—Philadelphia Association of Credit Men. President, W. K. Hardt, Fourth St. National Bank; Secretary, David A. Longacre, Room 801, 1011 Chestnut St.

PENNSYLVANIA, Pittsburgh—Pittsburgh Association of Credit Men. President, E. M. Seibert, Bank of Pittsburgh; Secretary, A. C. Ellis, 1213 Chamber of Commerce Bldg.

PENNSYLVANIA, Reading—Reading Credit Men's Association. President, E. J. Morris, Reading Wholesale Grocery Co.; Secretary, Geo. W. Mayers, Kurtz & Mayers.

PENNSYLVANIA, Wilkes-Barre—Wilkes-Barre Association of Credit Men. President, G. L. G. Frantz, 11 Main St.; Secretary, Geo. H. McDonnell, 720-724 Miner's Bank Bldg.

- RHODE ISLAND, Providence**—Providence Association of Credit Men. President, George W. Gardner, Union Trust Co.; Secretary, Lewis Swift, Jr., 1117 Turks Head Bldg.
- SOUTH CAROLINA, Columbia**—Columbia Association of Credit Men. President, M. B. Du Pre, M. B. Du Pre Co.; Secretary, J. P. Goggans, E. M. Du Pre Co.; Manager, J. M. Cozart, 1108 Palmetto Bank Bldg.
- SOUTH DAKOTA, Sioux Falls**—Sioux Falls Association of Credit Men. President, Fred. D. Jewett, Jewett Bros. & Jewett; Secretary, G. E. Larson, Larson Hardware Co.
- TENNESSEE, Chattanooga**—Chattanooga Association of Credit Men. President, Geo. W. Wallace, Betterton-Wallace Shoe Co.; Secretary, H. W. Longley, Chattanooga Wheelbarrow Co.
- TENNESSEE, Knoxville**—Knoxville Association of Credit Men. President, A. W. Thompson, House-Hasson Hdw. Co.; Secretary, W. A. De Groat, Anderson-Dulin-Varnell Co.
- TENNESSEE, Memphis**—Memphis Association of Credit Men. President, W. L. Robinson, Industrial Bank & Trust Co.; Secretary, Oscar H. Cleveland, 610 Randolph Bldg.
- TENNESSEE, Nashville**—Nashville Credit Men's Association. President, J. T. Jenkins, Gray & Dudley Hardware Co.; Secretary, Chas. H. Warwick, 803-805 Stahlman Bldg.
- TEXAS, Austin**—Austin Association of Credit Men. President, A. J. Eilers, McKean-Eilers Co.; Secretary, R. L. Bewley, P. O. Box 1075.
- TEXAS, Dallas**—Dallas Association of Credit Men. President, F. H. Kidd, Graham-Brown Shoe Co.; Secretary, D. B. McKinnie, S. G. Davis Hat Co.
- TEXAS, El Paso**—El Paso Association of Credit Men. President, W. H. Shelton, Shelton-Payne Arms Co.; Secretary, S. W. Daniels, 307 City National Bank Bldg.
- TEXAS, Fort Worth**—Fort Worth Association of Credit Men. President, S. L. Brown, Armour & Co.; Secretary, Geo. Q. McGown, McGown, McGown & Chirum.
- TEXAS, Houston**—Houston Association of Credit Men. President, J. T. McCarthy, Kirby Lumber Co.; Secretary, F. G. Masquelette, 1117 Union National Bldg.
- TEXAS, San Antonio**—San Antonio Association of Credit Men. President, H. P. Goodman, Goodman Gro. Co.; Secretary, T. W. Friedrich, A. B. Frank Co.; Manager, Henry A. Hirschberg, Chamber of Commerce, 313 Alamo National Bank Bldg.
- TEXAS, Waco**—Waco Association of Credit Men. President, Dr. R. McDaniel, Waco Drug Co.; Secretary, S. E. Deeley, Behrens Drug Co.
- UTAH, Salt Lake City**—Utah Association of Credit Men. President, Arthur Parsons, 490 Quince St.; Assistant Secretary, Walter Wright, P. O. Box 886.
- VERMONT, Burlington**—Vermont Association of Credit Men. President, E. J. Soule, C. L. Soule & Co.; Secretary, Neil I. Stanley, P. O. Box 28.
- VIRGINIA-TENNESSEE, Bristol**—Bristol Association of Credit Men. President, J. H. Faucette, Faucette Peavler Shoe Co.; Secretary, T. L. Hayworth, Lockett-Reeves Co.
- VIRGINIA, Lynchburg**—Lynchburg Credit Men's Association. President, R. S. Jones, Barker-Jennings Hardware Co.; Secretary, J. Frank West, Geo. D. Witt Shoe Co.
- VIRGINIA, Norfolk**—Norfolk Tidewater Association of Credit Men. President, H. G. Barbee, Harris, Woodson, Barbee Co.; Secretary, C. L. Whichard, Whichard Bros. Co.; Manager, Shelton N. Woodard, 1210 National Bank of Commerce Bldg.
- VIRGINIA, Richmond**—Richmond Credit Men's Association. President, Harry Marks, Harry Marks Clothing Co.; Secretary, Jo Lane Stern, 905 Travelers' Insurance Bldg.
- VIRGINIA, Roanoke**—Roanoke Association of Credit Men. President, M. W. Turner, American National Bank; Secretary, B. A. Marks, Box 48.
- WASHINGTON, Seattle**—Seattle Association of Credit Men. President, A. K. Matzger, Saxony Knitting Co.; Secretary, F. A. Godfrey, E. C. Klyce Co.
- WASHINGTON, Spokane**—Spokane Merchants' Association. President, Ray R. Gill; Secretary, J. B. Campbell, Old National Bank Bldg.; Assistant Secretary, James D. Meikle.
- WASHINGTON, Tacoma**—Tacoma Association of Credit Men. President, Chas. H. Plass, Tacoma Grocery Co.; Secretary, Edward B. Lung, Tacoma Bldg.
- WEST VIRGINIA, Bluefield-Graham**—Bluefield-Graham Credit Men's Association. President, J. G. Stone, Bluefield Candy Co.; Secretary, P. J. Alexander, Flat Top Grocer Co., Bluefield, W. Va.
- WEST VIRGINIA, Charleston**—Charleston Association of Credit Men. President, Okey Johnson, Abney-Barnes Co.; Secretary, D. C. Lovett, Jr., Lovett Printing Co.
- WEST VIRGINIA, Clarksburg**—Central West Virginia Association of Credit Men. President, W. T. Wallis, Hornor-Gaylord Co.; Secretary, Bert Evans, 410 Union National Bank Bldg.
- WEST VIRGINIA, Huntington**—Huntington Association of Credit Men. President, H. C. Binns, Watts, Ritter & Co.; Secretary, H. S. Ivie, Huntington Wholesale Grocery Co.
- WEST VIRGINIA, Parkersburg**—Parkersburg-Marietta Association of Credit Men. President, C. T. Dutton, Martin-Nelly Grocery Co.; Secretary, W. H. Heermans, Graham-Baumgarner Co.
- WEST VIRGINIA, Wheeling**—Wheeling Association of Credit Men. President, S. Floyd Greer & Laine; Secretary, W. B. Tucker, Room 31, McClain Bldg.
- WISCONSIN, Fond du Lac**—Fond du Lac Association of Credit Men. President, E. B. Hutchins, Boer-Holman Co.; Secretary, A. P. Baker, 91-93 South Main St.
- WISCONSIN, Green Bay**—Wholesale Credit Men's Association of Green Bay. President, Wm. P. Brenner, Brenner Candy Co.; Secretary, J. V. Rorer, 212 Bellin-Buchanan Bldg.
- WISCONSIN, Milwaukee**—Milwaukee Association of Credit Men. President, Carl Engelke, American Exchange Bank; Assistant Secretary, A. W. Hauser, 421 Sycamore St.
- WISCONSIN, Oshkosh**—Oshkosh Association of Credit Men. President, Ira Parker, Jr., Ira Parker & Sons Co.; Secretary, Beatie Cronk, F. R. A. Bldg.

Directory of Adjustment Bureaus Conducted by Local Associations of Credit Men Which Have Advised the National Office That They Are Complying with the Rules Adopted by the National Directors.

California, Los Angeles, F. C. DE LAND, Mgr., Higgins Bldg.
 California, San Diego, CARL O. RETSLOFF, Mgr., 607-608 Spreckels Bldg.
 District of Columbia, Washington, R. PRESTON SHEALEY, Sec'y. and Mgr., 726 Colorado Bldg.
 Florida, Jacksonville, H. LYLE, Mgr., 506 Dyal-Upchurch Bldg.
 Florida, Tampa, S. B. OWEN, 5 Roberts Bldg.
 Georgia, Atlanta, H. A. FERRIS, Mgr., 304 Chamber of Commerce Bldg.
 Georgia, Augusta, H. M. OLIVER, Mgr., 6 Campbell Bldg.
 Georgia, Macon, J. B. MEYER, Mgr., Macon Association of Credit Men.
 Illinois, Chicago, M. C. RASMUSSEN, Mgr., 10 South La Salle St.
 Indiana, Evansville, H. W. VOSS, Mgr., Furniture Exchange Bldg.
 Indiana, South Bend, L. M. HAMMERSCHMIDT, Mgr., 710 J. M. S. Bldg.
 Iowa, Des Moines, A. W. BRETT, Mgr., 708 Youngman Bldg.
 Iowa, Ottumwa, WM. A. HUNT, Mgr., Phoenix Trust Bldg.
 Iowa, Sioux City, PETER BALKEMA, Mgr., 601 Trimble Bldg.
 Kansas, Wichita, M. E. GARRISON, Mgr., 1009 Beacon Bldg.
 Kentucky, Lexington, J. P. JOHNSTON, Mgr., 1312 Fayette National Bank Bldg.
 Kentucky, Louisville, CHAS. FITZGERALD, Mgr., 45 U. S. Trust Co. Bldg.
 Louisiana, New Orleans, E. PILSBURY, Supt., 608 Canal Louisiana Bank Bldg.
 Maryland, Baltimore, S. D. BUCK, Mgr., 100 Hopkins Place.
 Massachusetts, Boston, H. A. WHITING, Secretary, 77 Summer St.
 Michigan, Grand Rapids, WALTER H. BROOKS, Sec'y., 541 Michigan Trust Bldg.
 Minnesota, Duluth, W. O. DERBY, Mgr., 624 Manhattan Bldg.
 Minnesota, Minneapolis, J. P. GALBRAITH, Mgr., 241 Endicott Bldg., St. Paul.
 Minnesota, St. Paul, JOHN P. GALBRAITH, Mgr., 241 Endicott Bldg.
 Missouri, Kansas City, J. T. FRANEY, Mgr., 303-7 New England Bldg.
 Missouri, St. Louis, W. J. BURTON, Mgr., 323 Boatmen's Bank Bldg.
 Nebraska, Lincoln and Omaha, E. E. CLOSSON, Mgr., 320 Bee Bldg., Omaha.
 New Jersey, Newark, F. B. BROUGHTON, Mgr., 671 Broad St.
 New York, Buffalo, W. B. GRANDISON, Mgr., 1001 Mutual Life Bldg.
 Ohio, Cincinnati, JOHN L. RICHEY, Sec'y., 631 Union Trust Bldg.
 Ohio, Cleveland, T. C. KELLER, Commissioner, 322 Engineers' Bldg.
 Ohio, Columbus, B. G. WATSON, Mgr., 411 The New First National Bank Bldg.
 Ohio, Toledo, F. A. BROWN, Mgr., 733 Nicholas Bldg.
 Ohio, Youngstown, W. C. MCKAIN, Mgr., 1106 Mahoning National Bank Bldg.
 Oklahoma, Oklahoma City, EUGENE MILLER, Mgr., 625 Insurance Bldg.
 Oklahoma, Tulsa, W. A. RAYSON, Mgr., Simmons Bldg.
 Oregon, Portland, W. B. LAYTON, Mgr., 641 Pittock Bldg.
 Pennsylvania, Allentown, Lehigh Valley Association of Credit Men, J. H. J. REINHARD, Mgr., Hunsicker Bldg.
 Pennsylvania, New Castle, ROY M. JAMISON, Mgr., 509 Greer Bldg.
 Pennsylvania, Philadelphia, DAVID A. LONGACKER, Mgr., Room 801, 1011 Chestnut St.
 Pennsylvania, Pittsburgh, A. C. ELLIS, Mgr., 1213 Chamber of Commerce Bldg.
 Tennessee, Chattanooga, J. H. McCALLUM, Mgr., Hamilton National Bank Bldg.
 Tennessee, Knoxville, F. E. LOWE, Mgr., 620 Holston National Bank Bldg.
 Texas, El Paso, S. W. DANIELS, Mgr., 35 City National Bank Bldg.
 Texas, Houston, F. G. MASQUELETTE, Mgr., 1117 Union National Bank Bldg.
 Texas, San Antonio, HENRY A. HIRSBERG, Mgr., Chamber of Commerce.
 Utah, Salt Lake City, WALTER WRIGHT, Mgr., 1411 Walker Bank Bldg.
 Virginia, Norfolk, SHELTON N. WOODARD, Mgr., 1210 National Bank of Commerce Bldg.
 Virginia, Richmond, JO LANE STEEN, Mgr., 905 Travelers' Insurance Bldg.
 Washington, Tacoma, W. W. KEYSER, Mgr., 802 Tacoma Bldg.
 West Virginia, Clarksburg, Central W. Va. Credit and Adjustment Bureau, U. R. HOFFMAN, Mgr., 410 Union Bank Bldg.
 West Virginia, Huntington, Tri-State Credit and Adjustment Bureau, Inc., HARRY F. ELAM, Mgr., 705 First National Bank Bldg.
 Wisconsin, Green Bay, J. V. ROBER, Mgr., 212 Bellin-Buchanan Bldg.
 Wisconsin, Milwaukee, S. FRED WETZLER, Mgr., 734 First National Bank Bldg.
 Wisconsin, Oshkosh, CHAS. D. BREON, Mgr., 83 Monument Sq.; Asst. Mgr., BESSIE CROWK, F. R. A. Bldg.

The Adjustment Bureaus conducted under the auspices of affiliated branches of this Association aim to bring about "friendly adjustments" as representing the most economical means in all respects of handling embarrassed estates. Standing as they do for the soundest principles, these bureaus should be given the cordial support of all members. Whenever creditors feel that justice is not being done by the operating bureau, they have a resort to the office of the National Association, with which all grievances should be filed. See the Directory of Adjustment in this Bulletin.

Directory of Credit Interchange Bureaus Conducted by Local Associations of Credit Men Which Have Advised the National Office That They Are Complying with the Rules Adopted by the National Directors.

- Alabama, Birmingham, R. H. EGGLESTON, Mgr., 321-323 Chamber of Commerce.
 Alabama, Montgomery, J. M. HOLLOWAY, Mgr., 810 Bell Bldg.
 District of Columbia, Washington, R. PRESTON SHEALEY, Mgr., 726 Colorado Bldg.
 Florida, Jacksonville, H. LYLE, Mgr., 506 Dyal-Upchurch Bldg.
 Georgia, Atlanta, H. A. FERRIS, Mgr., 304 Chamber of Commerce Bldg.
 *Georgia, Augusta, H. M. OLIVER, Mgr., 6 Campbell Bldg.
 Georgia, Macon, J. B. MEYER, Mgr., Macon Association of Credit Men.
 *Illinois, Chicago, F. E. ALEXANDER, Mgr., 10 South La Salle St.
 *Indiana, Evansville, H. W. VOSS, Mgr., Furniture Exchange Bldg.
 *Indiana, South Bend, L. M. HAMMESCHMIDT, Mgr., 710 J. M. S. Bldg.
 Iowa, Ottumwa, WM. A. HUNT, Mgr., Phoenix Trust Bldg.
 *Iowa, Sioux City, A. P. SOELBERG, Mgr., 601 Trimble Bldg.
 *Kansas, Wichita, M. E. GARRISON, Mgr., 1009 Beacon Bldg.
 *Kentucky, Louisville, P. B. THOMPSON, Mgr., 45 U. S. Trust Bldg.
 *Louisiana, New Orleans, E. PILSBURY, Mgr., 608 Canal Louisiana Bank Bldg.
 Maryland, Baltimore, S. D. BUCK, Mgr., 100 Hopkins Place.
 Massachusetts, Boston, H. A. WHITING, Secretary, 77 Summer St.
 *Michigan, Detroit, FRANK R. HAMBURGER, Mgr., 017-018 Dime Bank Bldg.
 Michigan, Grand Rapids, WALTER H. BROOKS, Mgr., 541 Michigan Trust Bldg.
 *Minnesota, Duluth (also Superior), Duluth Jobbers' Credit Bureau, Inc., W. O. DERBY,
 Mgr., 613 Manhattan Bldg.
 *Minnesota, Minneapolis, N. W. Jobbers' Credit Bureau, J. P. GALBRAITH, Mgr., 241
 Endicott Bldg., St. Paul, Minn.
 *Minnesota, St. Paul N. W. Jobbers' Credit Bureau, J. P. GALBRAITH, Mgr., 241 Endicott
 Bldg.
 *Missouri, Kansas City, J. T. FRANKY, Mgr., 303-7 New England Bldg.
 Missouri, St. Louis, W. J. BURTON, Mgr., 323 Boatmen's Bank Bldg.
 Nebraska, Omaha, E. E. CLOSSON, Mgr., 320 Bee Bldg.
 New Jersey, Newark, F. B. BROUGHTON, Mgr., 671 Broad St.
 *New York, Buffalo, JAMES C. CHASE, Mgr., 1001 Mutual Life Bldg.
 *New York, Syracuse, Central New York Credit and Adjustment Bureau, Inc., C. A.
 BUTLER, Mgr., 702-703 Snow Bldg.
 *Ohio, Cincinnati, JOHN L. RICHY, Mgr., 631 Union Trust Bldg.
 *Ohio, Cleveland, D. W. CAULEY, Mgr., 326 Engineers' Bldg.
 Ohio, Toledo, F. A. BROWN, Mgr., 723 Nicholas Bldg.
 Ohio, Youngstown, W. C. MCKAIN, Mgr., 1105 Mahoning Bank Bldg.
 *Oklahoma, Oklahoma City, EUGENE MILLER, Mgr., 625 Insurance Bldg.
 Pennsylvania, Allentown, Lehigh Valley Association of Credit Men, J. H. J. REINHARD,
 Mgr., 402 Hunsicker Bldg.
 *Pennsylvania, New Castle, ROY M. JAMISON, Mgr., 511 Greer Bldg.
 *Pennsylvania, Philadelphia, DAVID A. LONGACKER, Secretary, 1011 Chestnut St.
 Pennsylvania, Pittsburgh, A. C. BUNCK, Mgr., 1213 Chamber of Commerce Bldg.
 *Tennessee, Chattanooga, J. H. MCCALLUM, Mgr., Hamilton National Bank Bldg.
 Texas, Austin, R. L. BEWLEY, Mgr., P. O. Box 1075.
 Texas, San Antonio, H. A. HIRSBERG, Mgr., Chamber of Commerce.
 *Utah, Salt Lake City, WALTER WRIGHT, Mgr., 1411 Walker Bank Bldg.
 Virginia, Norfolk, SHELTON N. WOODARD, Mgr., P. O. Box 852.
 Virginia, Richmond, G. N. SCHUMAN, Mgr., 1214 East Main St.
 Washington, Tacoma, W. W. KEYS, Mgr., 803 Tacoma Bldg.
 West Virginia, Clarksburg, Central W. Va. Credit and Adjustment Bureau, U. R.
 HOFFMAN, Mgr., 410 Union Bank Bldg.
 *West Virginia, Huntington, Tri-State Credit and Adjustment Bureau, Inc., HARRY F.
 ELAM, Mgr., 705 First National Bank Bldg.
 Wisconsin, Green Bay, J. V. RORER, Mgr., 212 Bellin-Buchanan Bldg.
 *Wisconsin, Milwaukee, _____, 301 Mayer Bldg.
 *Wisconsin, Oshkosh, CHAS. D. BRECK, Mgr., 83 Monument Sq.; Asst. Mgr., BESSIE
 CROWE, F. R. A. Bldg.
 Central Credit Interchange Bureau, St. Louis, Mo., W. J. BURTON, Mgr., 323 Boatmen's
 Bank Bldg.
 *Interchange Bureau Participating in Central Bureau.

